

A TOOL FOR
RURAL ECONOMIC
DIVERSIFICATION

RVPARK

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DEVELOPMENT



SPONSORS

- U.S. Forest Service, Grant # R1-94-004
- Institute for Community Development: Lewis-Clark State College
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- City of Bovill
- Weippe Gem Community Association.
- Prairie Economic Development Association (Cottonwood)
- Mountain Gem (Pierce)
- Elk City Alliance
- Scenic 6 Community Development Council (Potlatch)
- Washington Water Power

Special thanks to those who assisted with the RV Park Study project:

- Jim Ellis - Lewis Clark Resort, Kamiah, ID
- Knute Blodger - Idaho RV Campground Association
- Lorraine Roach - Competitive Edge Consulting, Grangeville, ID
- Idaho Department of Parks and Recreation
- Kamiah Gem Team
- Kamiah Chamber of Commerce
- Paul Zelus Ph.D. - Center for Business Research and Services
- Idaho Department of Employment

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Introduction

We designed this workbook to lead you through the process of organizing and implementing a community-based effort to attract RV users as a part of an overall tourism expansion effort. The information presented within the manual is based on the experiences acquired through the development and implementation of an Economic Diversification Studies Project. This project was funded by a grant from the United States Forest Service.

This workbook will:

- 1) Provide an overview of the basic elements of developing an RV park as an economic diversification strategy.
- 2) Identify steps for developing a successful planning process for community and economic development projects.
- 3) Determine the feasibility of an RV park.
- 4) Present information relevant to RV park development and marketing.

The workbook is organized according to the steps in the planning process. This step-by-step approach provides the framework for planning the development of and promoting a RV park as part of an economic diversification strategy. The strategy for each community will vary depending on the resources available and existence of RV parks in the area. Developing a plan that will make the community a better place to live and work is the intent. Each community will start their planning process differently. Some communities will have many resources that will aid in promoting their community to RV users. Others will have almost nothing. This process will help community leaders determine where their community lies in the continuum, set goals, and develop a plan for reaching those goals.

In some communities a RV park funded by, and operated with, public funds may meet the goals of the community. In other communities a park owned and operated by a private individual or group may fit best with the goals of the community. Regardless of the ownership of the park, community leaders must consider how the development costs and the expense of ongoing operations will be met, and what effects the RV park will have on the community and surrounding area before launching the project. Community leaders in communities where an RV park already exists should use the information in this workbook as an aid in establishing a cooperative effort between the RV park owner(s) and the community economic diversification team. In those communities where no RV park exists, Community leaders will need to secure public funds to build the RV park or entice a local investor(s) to develop a park that meets the needs of the community.



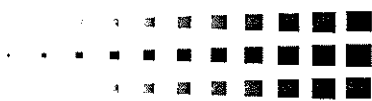
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This development of a RV park is risky. Investors of funds, whether public or private risk loosing their investment should the park fail. However, there is more at risk than money. An influx of RV users could strain the resources of the area, both natural and man-made and could affect the way of life for everyone in the community and the surrounding area. Many who live in rural communities, live there because they enjoy the quiet life and are near to recreation facilities they enjoy. Some community members may fear that attracting more people to the area, even if for only a short stay, will detract from the way of life they enjoy. After all, the local fishing spots can handle only a limited number of people. Without proper planning, these fears may become a reality. The planning process outlined in this workbook reduces the risk community leaders associate with such a project.

If the RV park is to become a successful part of an economic development strategy several conditions must exist in the community. The community must possess: (1) attractions of interest to a segment of the RV user market; (2) the ability to reach that market with their promotional efforts; (3) the services to meet the needs of the visitors once they arrive; and (4) a positive community atmosphere that welcomes visitors to the community.

Those communities that have experienced the greatest economic impact from the development and promotion of an RV park also possess many of the characteristics of those communities who have developed strategies for rural revitalization. (*Flora*)

- 1) Entrepreneurial leadership - The leadership of the project must be able to identify and capitalize on opportunities in the market, and possess the innovation to overcome threats to the project, thus driving it through to completion.
- 2) Dynamic leadership - The leadership of the project must be dynamic and possess or develop skills in conflict management as well as be representative of the many segments of the local population.
- 3) Community support - This support is developed through the exchange of information between the RV project leadership, other community groups and the general public. By gathering input from others in the community and openly informing everyone of the plans and progress of the RV project everyone can work together toward common goals, promoting both the RV park and the business community in a joint effort.
- 4) A willingness to invest - Investing in the development of recreational opportunities and cultural attractions, as well as the local infrastructure and services of the community may be required to radiate a sense of pride in the community and to provide visitors with the kinds of experiences they seek.



- 5) An understanding of the market - No community can expect to be everything to everybody. Those communities that have been the most successful have studied the RV market and identified a specific niche in that market where they fit. They have developed a consistent marketing theme throughout the community that caters to this niche.
- 6) Regional networking - Often small rural communities can not support all the attractions and services needed to develop a sound tourism product. One way to overcome this shortcoming is to work together with other area communities. Developing loop tours and/or promoting restaurants and attractions in nearby communities encourages visitors to spend extra time (and money) in your community as well as encouraging reciprocal actions from those communities.

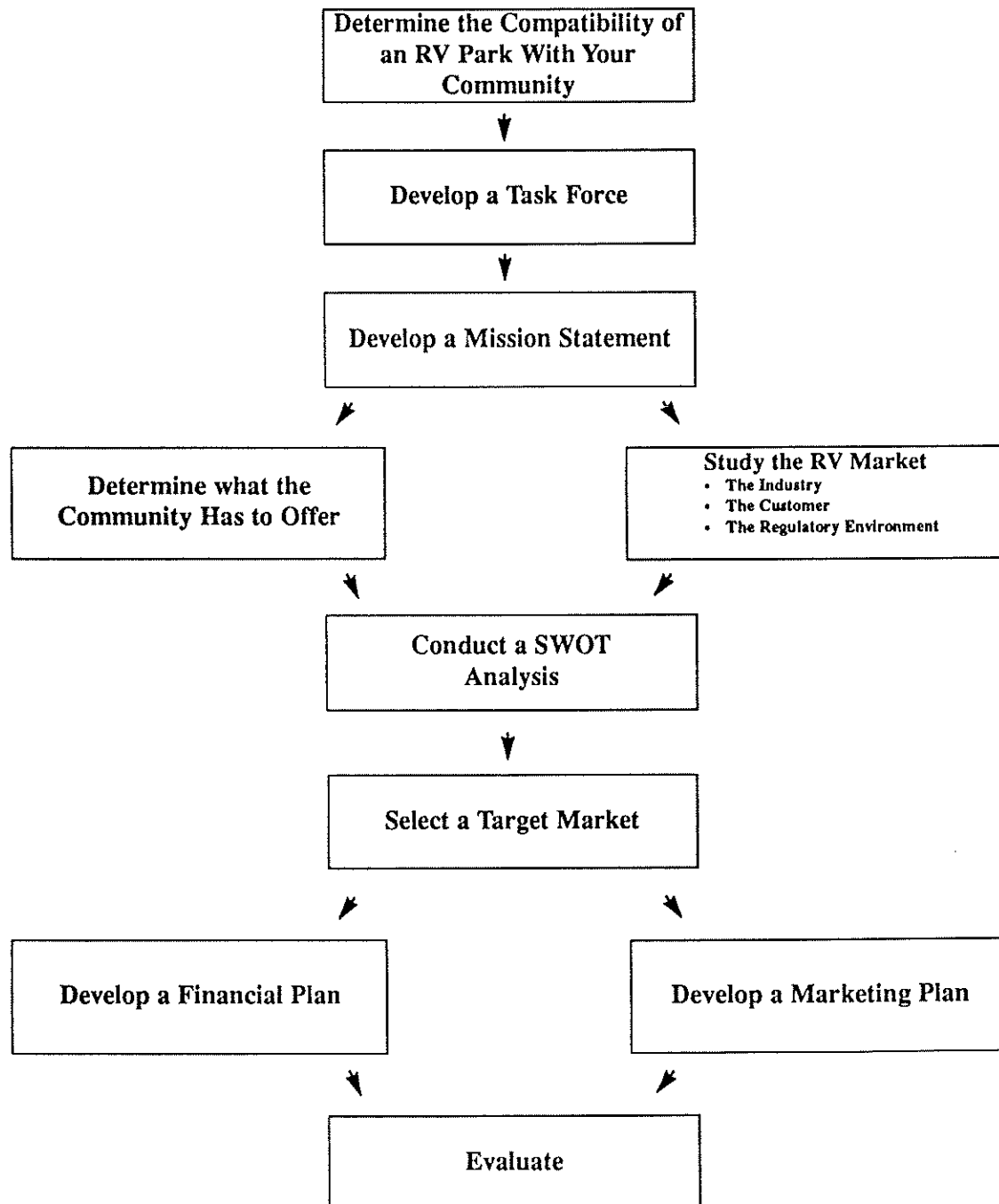
The items mentioned above are not prerequisite to developing a RV park in your community. Each can be developed and will contribute to this and future economic development efforts. The process is as important as the outcome. After completing the planning process, some communities may determine that a RV park does not meet their economic diversification needs. Regardless of the outcome a well documented process and the leadership base will be in place for future economic diversification efforts.

Community leaders should be careful to question the feasibility of this project throughout the planning process. Many times people become so committed to an idea that they begin to see things through "rose colored glasses". They become convinced that the idea is a good one and ignore warning signals that should alert them to the project's imminent failure. Anyone can sell a dollar for 90 cents and will likely find many customers. However, there is little profit in this venture. A RV park in a community that has little to offer RV users or where the general population does not welcome visitors will probably not contribute much to economic diversification efforts. To become a valuable part of an economic diversification strategy the RV park must be financially feasible and should, based on the perception of residents and the business community, contribute to making the community a better place to live and work.

The following chart outlines the steps in the planning process and demonstrates the interaction of the various segments of the process. We recommend that you quickly read the entire handbook to get a feel for how the process works and the interaction of various process segments before beginning the planning process. We further recommend that a complete plan be in place before construction begins on the RV park. Clearly understanding where you are, where you wish to be, and how you will get there is key to the success of any venture. Formally documenting this information will provide a means for communicating the goals of the project to others as well as provide a frame work to keep the project on course.



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STEP ONE:

Determine if an RV park is compatible with the community.

Chances are the community or area already has visiting RV users. They may be attracted to the area as a vacation destination or they may be passing through stopping only for food or gas. For this reason, the question for you is not, do you want RV users in our town? but, do you want to actively attract more RV users?

The following worksheets will help you weigh the costs and benefits of the project and determine if the RV park will help the community meet its economic diversification goals (Richardson 18).

COMMUNITY COMPATIBILITY

WORKSHEETS 1 THROUGH 4

Score each item on worksheets 1 through 3 on a scale of 0 to 2, as it relates to the development of an RV park in your community.

0 = does not apply to this community

1 = will affect the community somewhat

2 = will affect the community significantly

Sum the results and determine if further action is rational.

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WORKSHEET # 1

ECONOMIC FACTORS

SCORE	BENEFITS	SCORE	COSTS
—	An increase in RV users visiting the area will stimulate the development of related services, diversifying the local economy, creating jobs and business opportunities.	—	If businesses are expanding, more visitors to the community may result in overcrowding, resulting in poor service and customer dissatisfaction.
—	Additional visitors to the community will bring "new" money to the community increasing the opportunity for declining or stable businesses to increase sales.	—	If businesses are declining, physical improvements and training of personnel may be required to enhance the marketability of the area to vacationers.
—	If properly developed, The RV park project can provide an economic alternative during the down season reducing seasonal unemployment.	—	Local residents may enjoy the "peace and quiet" afforded them during the traditional slack season.
—	The jobs created by this type of project are often a good fit for part-time and unskilled workers. These jobs will also fit well in areas where there is a high number of retired persons seeking part-time work or of high school students seeking work. Entrepreneurial opportunities may arise that skilled workers can exploit.	—	Additional training of service employees may be required. If the proper type of work force does not exist in the community, employers may need to offer higher wages to attract workers from the surrounding communities.
—	The amount of money available in the public coffers may be supplemented through increased sales tax collections and through income taxes provided by additional jobs. As additional jobs become available, the demand for housing will generally increase as will property values and property tax collections.	—	An increase in visitors to the community will likely require investments in the infrastructure, and public services. The initial cost of developing any increased infrastructure needs will likely need to come from the existing tax base.
—	If basic services that RV users need exist within the community, businesses will likely experience increases in sales as visitors are able to get what they need in the local community.	—	If the basic services that RV users need do not already exist, the business community may need to expand their product offering or attract additional businesses that can fill the voids. If visitors to the area are unable to get what they need in your community, they will likely try to bring everything they need with them from home and are less likely to spend extended amounts of time and money in the area.
	TOTAL		TOTAL

0 = does not apply to this community.
 1 = will affect the community somewhat.
 2 = will affect the community significantly.

WORKSHEET # 2

ENVIRONMENTAL ISSUES

SCORE	BENEFITS	SCORE	COSTS
—	If properly approached, The RV project could stimulate the inception of a clean-up program which may bring community groups and residents together, resulting in a friendlier atmosphere and encourage ongoing efforts.	—	The initial cost of clean up may require expenditures from the public coffers. Maintenance of the public appearance of the community is not a one-time cost. Maintenance of road signs, roadways, parking, public rest rooms, and trash disposal are very important to the image of your community and will require ongoing maintenance.
—	Opportunities for increased tourism can generate support for the preservation or restoration of historic buildings and sites. Historic restoration can provide a vehicle for presenting your community's unique heritage to local citizens and visitors alike.	—	The cost of preservation or restoration may be high. Regulations may prevent the most profitable use of historic buildings. It could be expensive to properly manage historic sites to prevent degradation caused by increased use.
—	The RV industry is a relatively clean industry since it produces experiences as opposed to goods. The possibility of increased visitors to the community may stimulate a community clean-up effort directed at reducing pollution.	—	Many natural environments are fragile and could be damaged by the increased air pollution of autos and by the litter at community and recreational sites.
—	The threat of degradation may encourage the development of needed conservation plans as well as provide opportunities for increased education of the local population about the environment.	—	Increased pressure on natural resources may result in degradation that may detract from the visitor's experience and the community's way of life.
	TOTAL		TOTAL

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WORKSHEET # 3

SOCIAL ISSUES

SCORE	BENEFITS	SCORE	COSTS
—	If there is a need for additional recreational facilities in the community, the "new" money in the community could help fund the development of those facilities.	—	Residents may be reluctant to share the recreational activities with outsiders. Many recreational facilities are funded with tax dollars which could lead to a feeling among local residents that they are paying for the leisure activities of others from outside the community.
—	If cultural activities are thriving, the additional visitors in the community may encourage growth around the cultural "anchors" that exist. If they are in need of improvement or are very limited the influx of additional visitors may generate a broader support base by expanding them and linking them to economic development.	—	Upgrading local cultural activities requires the commitment of both time and money which like many other activities would require an initial investment from local residents or public coffers.
—	If the local residents support tourism the stage is set. Improvement projects will serve to build community pride and instill an atmosphere of cooperation among residents.	—	If the residents are uncertain or do not support the project, it may require expensive and time consuming efforts to educate members of the community of the need to develop a plan that will insure the economic survival of the community.
	TOTAL		TOTAL

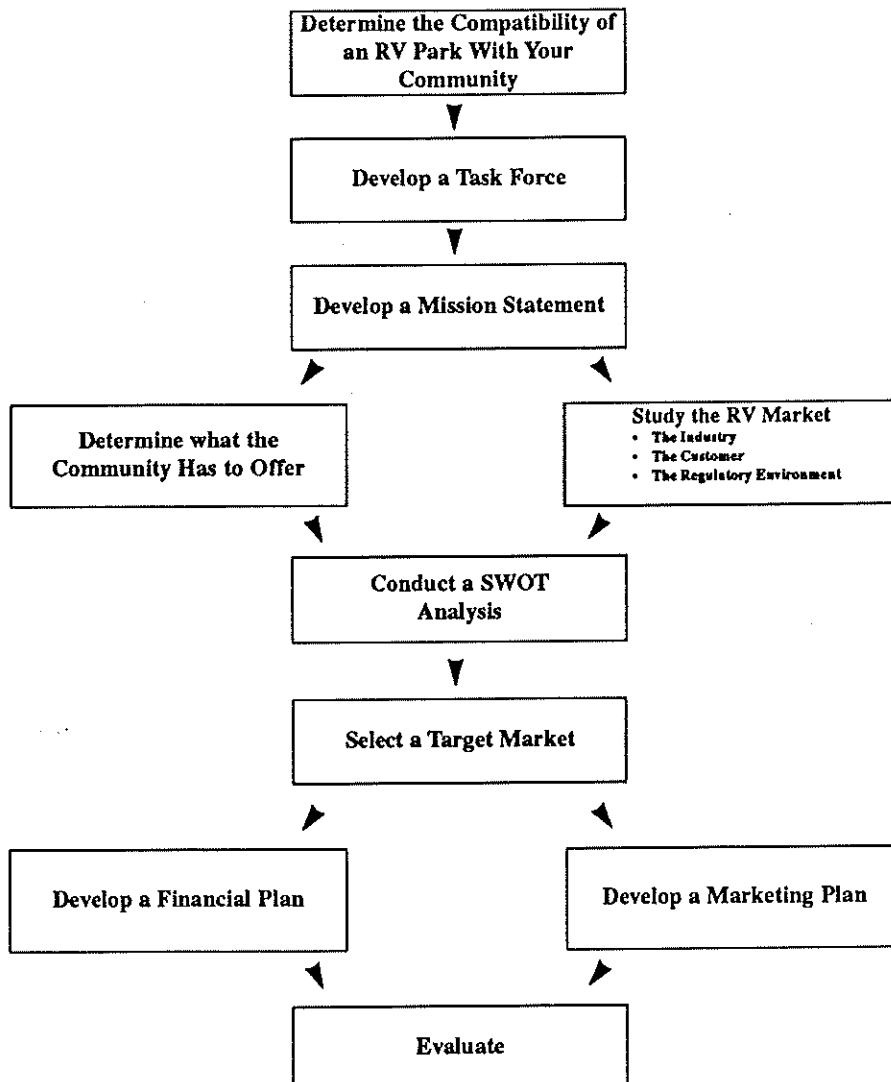
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WORKSHEET # 4

COST BENEFIT ANALYSIS

	Benefit	Cost
Economic Issues	_____	_____
Environmental Issues	_____	_____
Social Issues	_____	_____
Grand Total	_____	_____

Enter the total from worksheets 1 through 3 on worksheet 4. Sum them to obtain a grand total. The grand total score will help you weigh the benefits and the costs of developing a RV park as a diversification strategy. If the cost score is significantly higher than the benefit score the development of a RV park as an economic diversification strategy may not fit with the community. The task force should address key cost issues with community leaders before doing additional work. If the benefit score is significantly higher than the cost score, this project is worth pursuing further. If the score is close proceed with caution. Take care to identify specific ways to minimize the costs and exploit the benefits.



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STEP TWO: DEVELOP THE TASK FORCE

If an RV park is compatible with the community and will contribute to economic diversification efforts, the next step is to develop the leadership that will lead the project to successful completion.

The task force will have several important duties. The task force will coordinate the project, educate and inform others in the community of both the need for and the progress of the project as well as document the process for others to follow in future diversification efforts. Successful task forces tap into the wealth of ideas, resources and talents that are held by the citizens of the community. The involvement of citizens will create a sense of ownership, building a sense of pride in the community. Participation will make residents more knowledgeable about the community enabling them to serve as ambassadors for the community.

Developing the task force is more than bringing together those that are visibly active in the community and asking them to lead. A successful process will build leadership in the community and provide a basis for sustainable economic growth. Based on past efforts we suggest:

- 1) Inclusion: Ask each segment of the community to join in the effort. This includes representatives from retail, service and manufacturing businesses, school teachers, health care professionals, farmers, men, women, seniors and youth representatives.
- 2) Leadership development: Training new leaders is very important. Many community leaders are stretched too thin and may border on "burn out". They will welcome the conscious process of leadership development.
- 3) Legitimization: A successful task force must gain community acceptance. Include in the leadership members of other groups that are accepted by the community in the leadership. Sponsorship by the local Chamber of Commerce or asking the Mayor to formally identify the group as a special task force may increase the legitimacy of the project.
- 4) Community ownership: If the development of this diversification strategy is to work, community members must want it and believe in it. Soliciting the input of others is very important. Community members can more easily support something they helped to develop. A successful task force will involve community members throughout the process.
- 5) A focus on group process: Careful attention to how things get done is as important as what gets done. How people are involved, and in what ways, how people are informed about the project, and how decisions are made are crucial to the success of the project. A successful task force utilizes consensus building strategies to address this need.



- 6) An entrepreneurial approach. Launching any new project involves risk. The risk must be assessed and a plan to minimize potential losses must be put in place. Planning will eliminate much of the risk, but leaders must be willing to commit to seeing the project through.
- 7) A willingness to seek outside help: It is true that any community venture relies on the community members for its success. However involving the many rural development, economic planning, and business development agencies and organizations in the state will give them an interest in the success of your project also.

(Flora and Flora).

A wide range of people and/or interest groups will have a stake in the economic diversification efforts of your community including:

- | | |
|--|---|
| ☐ Current RV park owners | ☐ Travel agents |
| ☐ Grocery Stores | ☐ TV/Radio station managers |
| ☐ Lodging owner/managers | ☐ Newspaper editors |
| ☐ Restaurants | ☐ Real Estate agents |
| ☐ Service Stations | ☐ Bankers |
| ☐ Auto Parts and Repair | ☐ Gift or Craft Shop owners |
| ☐ Mayor | ☐ County Govt. |
| ☐ City Council | ☐ BLM |
| ☐ Fire and Police Depts. | ☐ Forest Service |
| ☐ Department of Commerce | ☐ Department of Parks and Rec. |
| ☐ Chamber of Commerce | ☐ Business Women's Club |
| ☐ Rotary Club | ☐ American Legion |
| ☐ Lions Club | ☐ Veterans of Foreign Wars |
| ☐ Kiwanis Club | ☐ Garden Club |
| ☐ Historical Society | ☐ Merchants' Committee |
| ☐ Arts council | ☐ PTA |
| ☐ Economic Development Groups | ☐ Senior Citizen |
| ☐ Grange | ☐ Recreation & social clubs |
| ☐ Church Leaders | ☐ School Teachers and Administrators |

Richardson. 45

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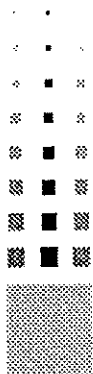
TASK FORCE DEVELOPMENT CHECK LIST

- Identify the various segments of the population in your community.
- Identify leaders from each of the groups.
- Meet with the Mayor and City Council as well as the local Chamber of Commerce to solicit their support. (Legitimize the project).
- Identify the organizations and interest groups that have a stake in this development project and invite them to identify a representative for the task force.
- "Sell the idea". Attend the meetings of other community organizations to inform their membership of your intentions and to solicit support.
- Set the first organizational meeting date and time. Publicize it widely through the use of the local newspaper and radio. Emphasize that the meeting is open to all interested parties.
- Prepare an agenda. The agenda should reflect what you hope to accomplish and stick to it! Keep the meeting upbeat and interesting while not letting the conversation wander too far from the task at hand.
- Chose a date for the second meeting. The first meeting should be only one of many. Near the end of the first meeting is a good time to announce the next meeting. Follow-up this announcement with reminder advertisements as the date draws near. Keep the momentum going once it has started.

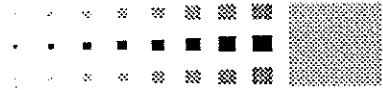
After the first organizational meeting, organizers should have a good feel for the attitudes of different segments of the population toward the development of a RV park as an economic development strategy. Begin identifying specific members of the task force who will lead the project through to success. Worksheet 5 below will help guide the task force selection process and insure a diverse representation.



PROCESS NOTES



INSERT BEFORE PAGE 13



PROCESS NOTES: Organizing a Task Force Meeting

OBJECTIVES: Clarify role of task force members.
Develop a mission statement.

AGENDA: Welcome and brief overview.
Introductions: 4 Square:

- Who am I
- What do I do?
- I am interested in RV Park Development because...
- What I want from this meeting is...

Agenda review and response to participants expectations.
Basic information on the project.
Mission statement:
Brainstorming:

- Why do we need economic diversification; how can an RV park help?
- What are the barriers to RV park development? What can help us succeed?

Individual futuring:

- What will it look like if we are successful?

Small groups:

- Share futures and identify common themes.

Large group:

- Share items from groups.

Prioritizing:

- Give each person three stars to put next to the most important items.
- Discuss and upon basic agreement give to a sub group to draft a mission statement.

Determine how the task force will function:

- When will it meet?
- Who will call the meetings?
- Who will take minutes? Who else needs to be here?

Summary and confirmation of next meeting.



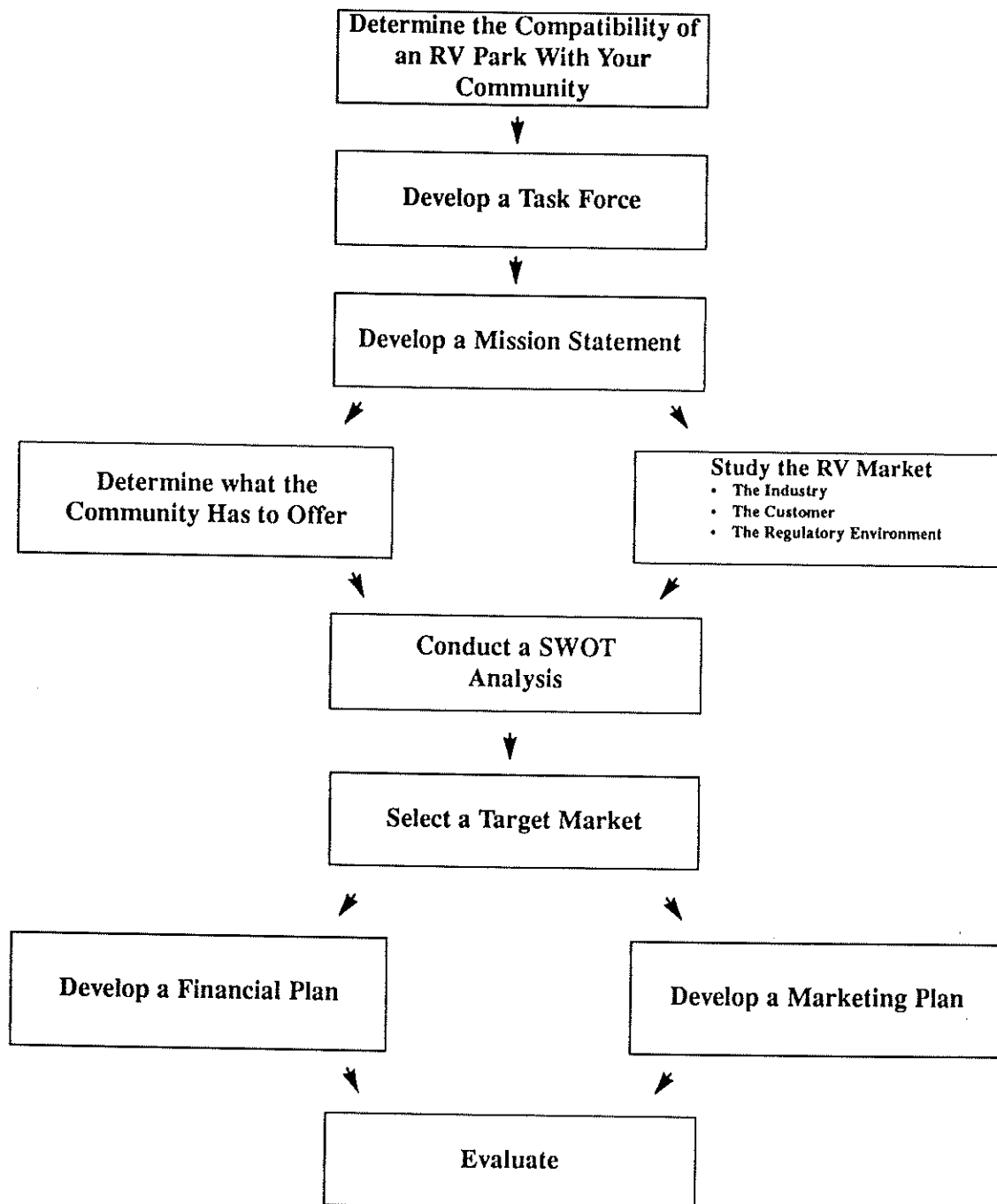
WORKSHEET # 5

TASK FORCE DEVELOPMENT

COMMUNITY SEGMENTS	TYPES OF PEOPLE					
	Legitimizing Leaders	Women	Men	Seniors Citizens	Youth	Newcomers
Retail sector						
Service sector						
Manufacturing						
Health care Professionals						
Education Professionals						
Financial Professionals						
Real Estate Professionals						
RV user Groups						
Civic Groups						
Local Business Groups						
Non-Profit Organizations						
Local/Regional Government						
Tourism Groups						
Historical Groups						
Media Representatives						
Religious Leaders						
Other						
Other						
Other						
Other						



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STEP THREE: DEVELOP A MISSION STATEMENT

The task force must first develop a mission statement. The mission statement is a few sentences that clearly and concisely describe the overall purpose of the organization. Developing a mission statement not only ensures all members of the group share the same view of the organization's goals, philosophy and future direction, but it is also a useful tool for communicating with those outside the organization. The mission statement should reflect:

- Who is involved in the organization
- The reason the organization exists
- The scope of the work that the organization will facilitate
- The overall long-term goals of the organization
- The direction the organization will take to achieve those goals

The mission statement is not set in stone. It may very well change as conditions change. What does not change is the need for consensus on the mission statement. The planning process is dynamic. As information is gathered, the plan may change. If changes require stepping outside the guidelines set forth in the mission statement, call the task force together and form a new consensus.

MISSION STATEMENT CHECKLIST

- ☐ Bring the task force together and have members share their vision of what the community will look like if the project is successful. Include the entire area affected by the project in the vision. Consider things like the development of nearby recreational facilities and scenic attractions as well as the impact on the local business community.
- ☐ Have the task force members gather further input from the segment of the population each task force member represents.
- ☐ Assimilate the resulting ideas into the basis for the mission statement.
- ☐ Once sufficient input from each segment of the population is gathered, write the mission statement.

The vision will do more than help community leaders write a mission statement. The vision will serve as a guide for the project, putting the assessment of the community in perspective and focusing the market research. The vision will likely change as information is gathered. Changes in the vision are not unusual when planning a project such as this. The vision of the community should include the type of RV park and the type of visitor the community hopes to attract. The following information will help you start creating a vision for your community.

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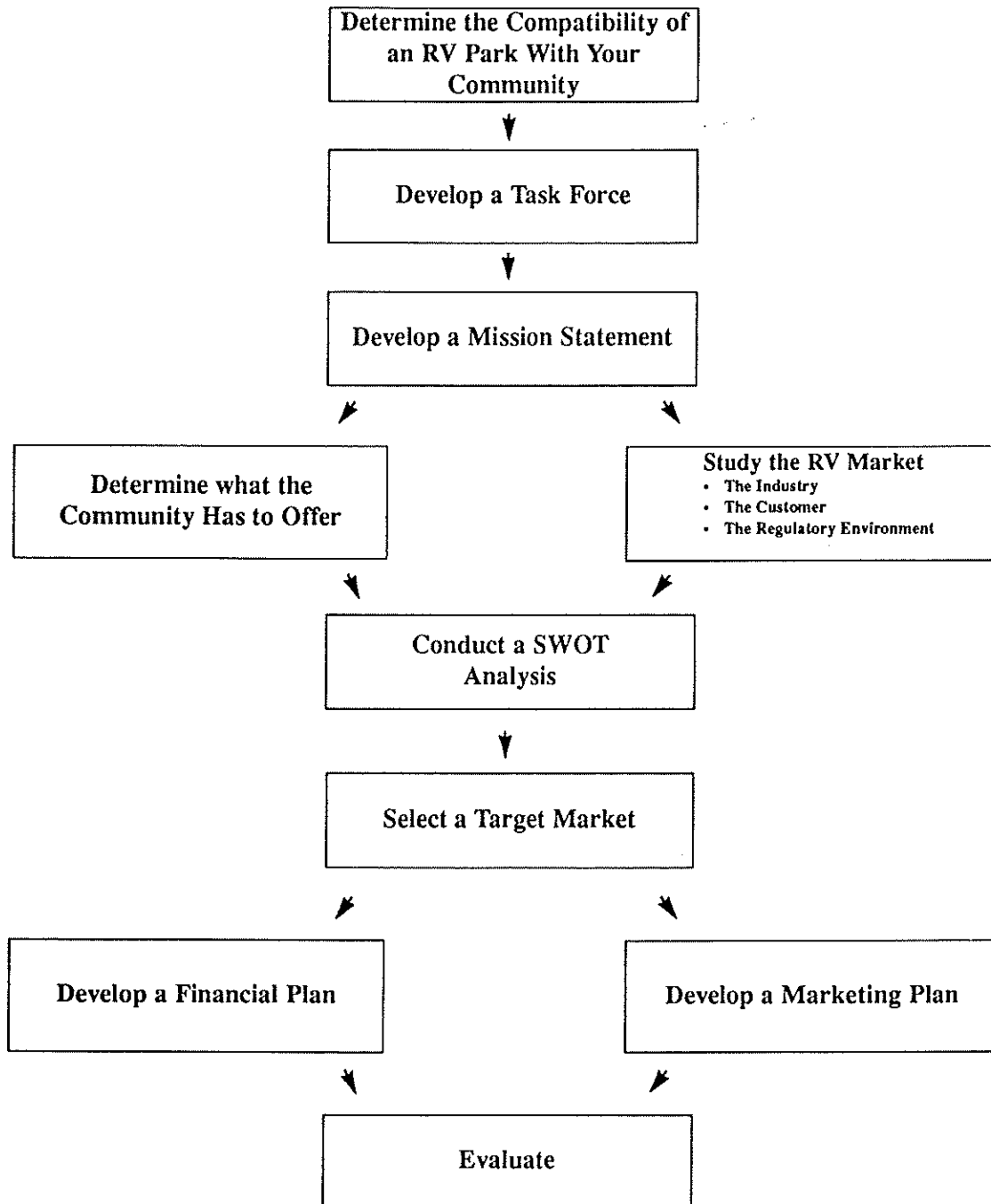
There are two basic types of RV park locations. There is the destination location and the overnight stay location. The physical location of your community will go a long way in determining the type of park that will be the most successful. Those communities located along major highways have the potential for attracting the many cross-country travelers who are looking for a place to park for the night. Those communities that are tucked away on less traveled highways or are at the "end of the road" as many of the communities in North-Central Idaho are, will likely be more successful promoting their community as a destination. There are, of course, variations along this continuum that are designed to meet the needs of various segments of the RV market.

There are three basic types of RV users. There is the "backwoods" type who enjoys "roughing it" in an area where there are few other people. This type of RV user is generally looking for privacy and enjoys activities such as fishing, hunting, motorcycle riding and snowmobiling. They tend to use their RVs on the weekends and generally do not travel far from home. They also tend to bring most of what they need with them from home limiting the expenditures in the host community.

The second type of RV user is the cross country traveler. This RV user tends to load the family in the motor home and travel long distances, substituting the motor home for the automobile and the overnight stay in a motel. They normally have tight schedules as they have specific travel goals to meet. For this reason, the cross country traveler tends to spend only one or two nights in an RV park before moving on to the next day's destination. The cross country traveler is typically looking for a park with services and goods such as grocery, laundry, showers and swimming pools at or near the park. Barbecue grills and picnic tables are also important to this group as they often wish to have a quick dinner with minimal clean up before a little relaxation and a good night's sleep in preparation for another long day on the road.

The third type of RV user is usually looking for a RV park that offers a "resort" atmosphere. Members of this group are often retired. They enjoy the companionship of others and organized group activities like dinners, dances and visits to attractions in the surrounding area. This group includes the growing number of RV users who have sold their homes and live in their RVs full-time. Full-time RV users usually have a membership in a nation-wide RV park group that offers discounts on space rentals to members. The full-time RV user generally spends more time in one location than the other two types of RV users, but when they leave one park they go directly to another membership park before stopping, leaving little chance for non-member parks to attract them.

(Jim Ellis, owner of Lewis Clark RV Resort in Kamiah, ID)



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STEP FOUR: DETERMINE WHAT THE COMMUNITY HAS TO OFFER.

There are four key ingredients that must be in place for the community to fully benefit economically from the installation of an RV park. These include:

- 1) attractions and recreational activities to draw people to the area
- 2) a positive community atmosphere that welcomes visitors
- 3) services to meet their needs once they arrive and
- 4) the ability to link attractions and services to the needs of visitors

When people travel they generally do not plan to purchase tangible products. The product they seek is the experience. The experience could include things like relaxation, family togetherness, physical challenge, social interaction, education, nostalgia, or just a chance to get away from it all. An inventory of the community will help the task force identify what product (experience) the community has to offer. This information will better enable community leaders to identify a niche in the RV park market.

One problem that exists when taking the inventory of the community is that people become accustomed to their surroundings and no longer realize the splendor that others realize when seeing an area for the first time. To overcome this problem:

- (1) divide the information gathering assignments among the task force members to insure input from various segments of the population.
- (2) to get a fresh perspective, ask for the help of friends and relatives visiting the area.
- (3) Listen to what visitors have to say. They may be able to see things of beauty that the local residents no longer notice.

ATTRACTIONS

The worksheets in this section will assist you with an inventory of the attractions, services and physical environment of the community. Attractions include scenic beauty, recreational facilities and opportunities, as well as community and cultural events. The type and accessibility of attractions will influence the selection of a target market. The marketing plan will focus on promoting primary attractions to bring in new visitors. Secondary attractions will be marketed to those already in the area as a way of enticing them to spend more time and money in the community. Identifying the months the attraction is accessible to the public will help determine a marketing strategy that will expand the RV season. The current condition and potential for development of the attractions will influence the promotion of those items. Attractions that are in poor condition may hurt the marketing effort more than help. For example, attractions that are currently in poor condition yet show a potential for development may reveal possibilities for attracting new visitors at a later time.

Complete worksheets 6 through 10 by entering a check mark in the far left column next to those attractions and services that exist in and around your community. Indicate whether the attraction is primary or secondary, what months the attraction is accessible to the public, the current condition and potential for development in the appropriate column. Document factors affecting the attraction as it relates to attracting RV users in the comment column. Return the completed worksheet to the task force for consideration during the SWOT analysis.

WORKSHEET # 6

SCENIC ATTRACTIONS

√	Type	Primary or Secondary	Months Accessible	Current Condition Good/Fair/Poor	Potential to Develop Good/Fair/Poor	COMMENTS
	Beaches	P S		G F P	G F P	
	Canyons	P S		G F P	G F P	
	Caves	P S		G F P	G F P	
	Cliffs	P S		G F P	G F P	
	Deserts	P S		G F P	G F P	
	Fall Foliage	P S		G F P	G F P	
	Forests	P S		G F P	G F P	
	Geological Formations	P S		G F P	G F P	
	Geysers	P S		G F P	G F P	
	Harbors	P S		G F P	G F P	
	Islands	P S		G F P	G F P	
	Lakes	P S		G F P	G F P	
	Mountains	P S		G F P	G F P	
	Nature Trails	P S		G F P	G F P	
	Oceans	P S		G F P	G F P	
	Sand Dunes	P S		G F P	G F P	
	Volcanoes	P S		G F P	G F P	
	Water Falls	P S		G F P	G F P	
	Wildlife Sanctuary	P S		G F P	G F P	
	Other					
		P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	

Adapted from a similar worksheet appearing in:
Marketing Your Community: a Marketing Plan Workbook for Attracting Retirees as an Economic Diversification Strategy.

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RECREATION OPPORTUNITIES

When assessing the recreation opportunities take a positive approach. We often assume RVs are used only during the warmer months. Do not assume that only summer activities are related to RV use. A growing number of people are utilizing their RVs when snowmobiling and skiing. The right combination of recreational opportunities and marketing, could result in an RV park enjoying a substantial traffic throughout the year.

Be creative when assessing the potential to develop certain recreation opportunities. Try not to let the laws and regulations governing the recreational use of our natural resources eliminate any possibilities. For example, when community leaders in Kamiah, Idaho decided they would like to attract steelhead fishermen to their community, they were faced with regulations against the use of motorized boats on the Upper Clearwater River. On the surface this regulation seemed to limit their ability to attract fishermen. They, on the other hand, saw it as an opportunity to capture a portion of the market that other communities down river could not. Community leaders in Kamiah began promoting fishing in the area under the heading "Quiet Excitement", building on the fact that when fishing the stretch of river near Kamiah, you could fish in uncrowded surroundings and without the noise pollution caused by motorized boats.

Community events draw many people to the community. The planners and promoters of community events often assist visitors with accommodation arrangements. An RV park can add to the accommodation options of the community and with proper cooperation with the planners and promoters, the events in the community could bring a significant number of visitors to the RV park.

WORKSHEET # 7

RECREATION OPPORTUNITIES

✓	Type	Primary or Secondary	Months Accessible	Current Condition Good/Fair/Poor	Potential to Develop Good/Fair/Poor	COMMENTS
	Amusement Park	P S		G F P	G F P	
	Ball Parks	P S		G F P	G F P	
	Beaches	P S		G F P	G F P	
	Bird Watching	P S		G F P	G F P	
	Boat Rentals	P S		G F P	G F P	
	Canoeing	P S		G F P	G F P	
	Fishing	P S		G F P	G F P	
	Fossil Hunting					
	Game Ranches	P S		G F P	G F P	
	Gem Gathering	P S		G F P	G F P	
	Gliding	P S		G F P	G F P	
	Golf Course	P S		G F P	G F P	
	Hang Gliding	P S		G F P	G F P	
	Hiking Trails	P S		G F P	G F P	
	Horseback Riding	P S		G F P	G F P	
	Hunting	P S		G F P	G F P	
	Ice-skating	P S		G F P	G F P	
	Local Parks	P S		G F P	G F P	
	Marinas	P S		G F P	G F P	
	Parachuting	P S		G F P	G F P	
	Rock Climbing	P S		G F P	G F P	
	Rock Hunting	P S		G F P	G F P	
	Sailing					
	Snow skiing (Downhill)	P S		G F P	G F P	
	Snow skiing (Cross Country)	P S		G F P	G F P	
	Swimming	P S		G F P	G F P	
	Tennis	P S		G F P	G F P	
	Trail System (Mountain Bike)	P S		G F P	G F P	
	Trail System (Motorbike)	P S		G F P	G F P	
	Trail System (Snowmobile)	P S		G F P	G F P	
	Water Skiing	P S		G F P	G F P	
	Zoos	P S		G F P	G F P	
	Other	P S		G F P	G F P	

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WORKSHEET # 3

COMMUNITY EVENTS

✓	Type	Primary or Secondary	Months Accessible	Current Condition Good/Fair/Poor	Potential to Develop Good/Fair/Poor	COMMENTS
	Air Show	P S		G F P	G F P	
	Antique Auto Show	P S		G F P	G F P	
	Arts & Crafts Fair	P S		G F P	G F P	
	Auto Racing	P S		G F P	G F P	
	Barbecues	P S		G F P	G F P	
	Barn Dances	P S		G F P	G F P	
	Boy Scout Jamborees	P S		G F P	G F P	
	Ethnic Celebrations	P S		G F P	G F P	
	Fairs	P S		G F P	G F P	
	Fishing Derbies	P S		G F P	G F P	
	Hay Rides	P S		G F P	G F P	
	Horse Racing	P S		G F P	G F P	
	Livestock Exhibition	P S		G F P	G F P	
	Motorcycle Racing	P S		G F P	G F P	
	Music Festivals	P S		G F P	G F P	
	Pageants	P S		G F P	G F P	
	Parades	P S		G F P	G F P	
	Rodeos	P S		G F P	G F P	
	Snowmobile Racing	P S		G F P	G F P	
	Sporting Events					
	Tractor Pulls					
	Turkey Shoots	P S		G F P	G F P	
	Winter Carnival	P S		G F P	G F P	
	Other	P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	

Adapted from a similar worksheet appearing in:
Marketing Your Community: a Marketing Plan Workbook for Attracting Retirees as an Economic Diversification Strategy.

WORKSHEET # 9

CULTURAL ATTRACTIONS

Cultural attractions offer visitors the chance to broaden their knowledge and experiences as well as the chance to expose children to an interesting and educational experience.

✓	Type	Primary or Secondary	Months Accessible	Current Condition Good/Fair/Poor	Potential to Develop Good/Fair/Poor	COMMENTS
	Archaeological Sites	P S		G F P	G F P	
	Battlefields	P S		G F P	G F P	
	Bridges	P S		G F P	G F P	
	Buildings	P S		G F P	G F P	
	Burial grounds	P S		G F P	G F P	
	Ceremonial Dances	P S		G F P	G F P	
	Churches	P S		G F P	G F P	
	Conservatories	P S		G F P	G F P	
	Ethnic Celebrations	P S		G F P	G F P	
	Exhibits	P S		G F P	G F P	
	Famous Birth Places	P S		G F P	G F P	
	Folklore	P S		G F P	G F P	
	Ghost Towns	P S		G F P	G F P	
	Historical Tours	P S		G F P	G F P	
	Interpretive Centers	P S		G F P	G F P	
	Landmarks	P S		G F P	G F P	
	Libraries	P S		G F P	G F P	
	Memorials	P S		G F P	G F P	
	Military Bases	P S		G F P	G F P	
	Monasteries	P S		G F P	G F P	
	Monuments	P S		G F P	G F P	
	Museums	P S		G F P	G F P	
	Old Forts	P S		G F P	G F P	
	Reenactment Events	P S		G F P	G F P	
	Ruins	P S		G F P	G F P	
	Ships	P S		G F P	G F P	
	Windmills	P S		G F P	G F P	
	Other	P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	
		P S		G F P	G F P	

Adapted from a similar worksheet appearing in:
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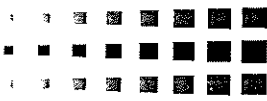
SERVICES

Services are key to the community's effort to economically capitalize on the RV project. The communities that benefit most economically need services that compliment the experience(s) promoted to the RV user. When promoting a resort type RV park complimentary service might include fine restaurants. Complimentary services for a RV park being promoted to the backwoods RV user might include a sporting goods store.

Quality of the services is also important. Poor quality services can detract from the visitor's perception and will have a far reaching impact on the ability of the community to attract new visitors or to develop positive word of mouth advertising. High quality services will enhance the experience of visitors creating return customers and positive word-of-mouth advertising. The perception of quality of service is, however, dependent on the customer. Care must be taken to match the service to the needs of the target market.

In some cases, the services can be considered the major attraction of the area. In remote communities located in an area where few alternatives are available, the availability of fuel, repair services, groceries and other services could become the attraction. Shopping could also be an attraction for a segment of RV users. Task force members in Weippe, Idaho plan to target RV users who enjoy the backwoods experience. They realize that many times family members do not all share the same interests. To accommodate these differences, community leaders in Weippe promote several unique retail shops in and around the community as a diversion for those who do not wish to hunt or fish with the rest of the family.

Public services are also important to some RV users. With the growing national crime rate and increased use of our public lands many RV users are becoming concerned with things like police and fire protection.



WORKSHEET # 10

SERVICES

√ Type	Number	Primary or Secondary	Current Condition Good/Fair/Poor	Potential to Develop Good/Fair/Poor	COMMENTS
Auto (RV) Repair		P S	G F P	G F P	
Banks		P S	G F P	G F P	
Boat Launches		P S	G F P	G F P	
Boat Repair		P S	G F P	G F P	
Grocery Stores		P S	G F P	G F P	
Marinas		P S	G F P	G F P	
Medical Services		P S	G F P	G F P	
Motorcycle Repair		P S	G F P	G F P	
Public Internet Connection		P S	G F P	G F P	
Restaurants		P S	G F P	G F P	
RV Dump Station		P S	G F P	G F P	
Service Stations		P S	G F P	G F P	
Snowmobile Repair		P S	G F P	G F P	
Souvenir and Curio Shops		P S	G F P	G F P	
Tours		P S	G F P	G F P	
Trash Collection		P S	G F P	G F P	
Unique Retail Stores		P S	G F P	G F P	
Visitor Information		P S	G F P	G F P	
Other		P S	G F P	G F P	
		P S	G F P	G F P	
		P S	G F P	G F P	

Adapted from a similar worksheet appearing in:
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The success of the RV park will depend, at least in part, on the ability of the community to provide the visitor with an experience that meets or exceeds their expectations. The first impression of the community will significantly affect the visitor's perception of the entire experience. Only one chance exists to make a first impression. Changing the visitor's impression is much harder than taking the steps necessary to insure a good first impression.

The physical appearance and accessibility of the community and its services are major contributors to the first impression. Visible infrastructure such as community entrances, sidewalks and storefronts that are in good repair portray a sense of pride in the community that welcomes visitors.

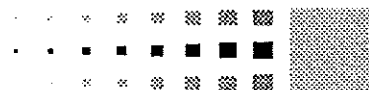
Accessibility of services, attractions and information is important. Streets and parking must be large enough to accommodate large RVs. Those services and attractions not located on the major route through the community will require adequate signs and directions to guide visitors. These signs and directions must also portray a positive community image. Information centers must also be located in locations obvious to visitors and be accessible to large RVs.

The marketing plan will focus on the promotion of things that make the community particularly suited to the needs of RV users. The state of repair and accessibility of the items listed on the following worksheet will impact the visitor's perception and therefore the potential success of the RV project. Complete worksheet 11 by indicating the state of repair and accessibility of each item. Document information of interest as it relates to RV use in the comment column. Return the completed worksheet to the task force for consideration in the SWOT analysis.



PROCESS NOTES

INSERT BEFORE PAGE 28



PROCESS NOTES: Task Force meeting to review data and make a decision about going forward.

OBJECTIVES: Review minus and pluses.
Develop potential promotions.
Determine viability of attractions.

AGENDA: Welcome and agenda review:

- Place information from the worksheets on what the community has to offer on newsprint.
- Identify potential types of visitors.
- In small groups develop at least one itinerary for each type of visitor.

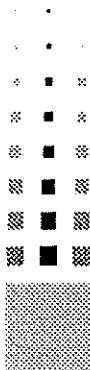
Review and discuss:

- What are the assets that will bring people here?
- What are the constraints that will keep people from coming?

Decision making:

- Can we balance the constraints so it is worth going ahead?

Next Steps



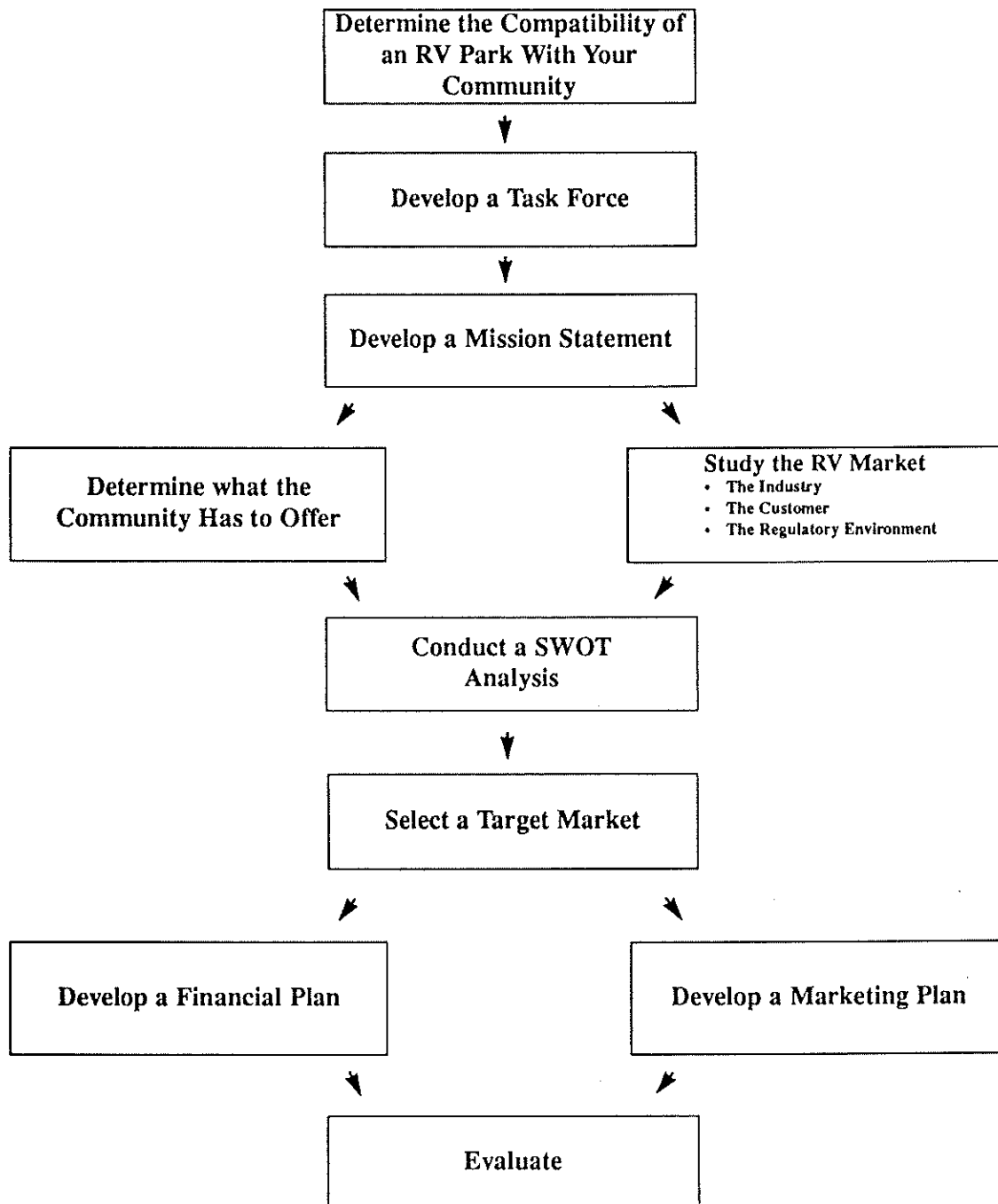
WORKSHEET # II

PHYSICAL ENVIRONMENT

Item	State of Repair Good/Fair/Poor	Accessibility Good/Fair/Poor	COMMENTS
Community Entrances	G F P	G F P	
Community Location Signs	G F P	G F P	
Facility Signs	G F P	G F P	
Parking Facilities	G F P	G F P	
Parks	G F P	G F P	
Public Rest Rooms	G F P	G F P	
Roads/Streets	G F P	G F P	
Sidewalks	G F P	G F P	
Store Fronts	G F P	G F P	
Local Attraction Signs	G F P	G F P	
Visitor Information Center	G F P	G F P	
RV Dump Station	G F P	G F P	
Other	G F P	G F P	
	G F P	G F P	
	G F P	G F P	

Adapted from a similar worksheet appearing in:
Marketing Your Community: a Marketing Plan Workbook for Attracting Retirees as an Economic Diversification Strategy.

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STEP FIVE: STUDY THE RV MARKET

The market study consists of three major components: the industry, the customer and the regulatory environment. The market study is critical. Statistics indicate that a venture started without a clear understanding of the market in which it will operate increases the chance of failure within the first three years ten fold (William Hocket, 1994).

The eight most common reasons for conducting market research (Church 18) include:

- 1) To learn more about those currently visiting the community. Develop a demographic and lifestyle profile of the current market.
- 2) To determine the preferences of the market. Learn more about the activities they enjoy and the services they need.
- 3) To determine how aware a market is of your community, its features and what it has to offer.
- 4) To determine the current attitude toward the community, its feature attractions and services, and to determine advantages that may exist over the competition.
- 5) To determine what the competition is doing. What are other communities doing to attract visitors?
- 6) To determine the reaction of visitors after they have visited the community.
- 7) To determine the size of the potential market.
- 8) To determine the effect of your current tourism marketing efforts on the target market.

There are two basic types of data, primary data and secondary data. Primary data is data that is collected firsthand to address a specific problem. Data gathered from potential customers and competitors through; personal interviews, telephone and mail surveys, and personal observations is primary data. Primary data is usually more expensive and time consuming to collect than secondary data. Before investing large sums of money or time to collect primary data, conduct a search to determine what secondary data is available.

Secondary data is collected by someone else for a different purpose and is available for your use. A great deal of information about the RV park industry, travel patterns, and tourism is already available. This information can be found in a variety of places including but certainly not limited to:

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- State and national RV park associations
- Trade journals and other periodicals available in public libraries
- The state Department of Parks & Recreation
- The state Department of Commerce
- The Community Development office at your local college or university
- The Small Business Development Center in your area
- Local universities and colleges
- Owners of existing RV parks
- RV user groups
- Tax collections

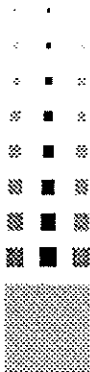
See appendix A for a list containing addresses and telephone numbers of organization that have data about the RV park industry.

The research process is dynamic. The findings in one section of the market research may indicate the need for a change in strategy, affecting the focus of research in other sections. For this reason, we suggests that each major segment of the market analysis be assigned to a committee which will gather information in unison and report back to the task force for compilation of the data.

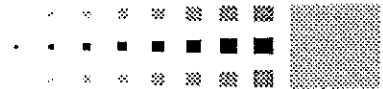
We recognize that each community has its own situation. Based on the current situation set research goals that are specific, clear and consistent with the organization's mission statement and vision for the community and the RV park. Document your research goals, objectives and strategies on worksheet 12. Documenting who is responsible for completing each task and the target date for completion will add accountability and allow project leaders to track the progress of the research. Goals are broad statements that answer the question, what do we want to achieve? Objectives are more focused addressing specific and measurable ways in which goals are met. Strategies are even more specific than the objectives. Strategies describe specific ways to meet the objectives. A sample research goals and objectives worksheet for the industry section follows. Set goals for research for each section of the market study based on the information already available and the goals of the project.



PROCESS NOTES



INSERT BEFORE PAGE 31



PROCESS NOTES: Task Force Meeting to develop a research plan.

OBJECTIVES: Determine information needs.

Develop a research plan.

AGENDA: Welcome and agenda review:

Brainstorm:

- What information do we need to make a good decision?

Prioritize issues:

- For each issue, discuss what kind of information you want to collect and decide how you will collect and who will collect it.
- Look for ways to involve other people in the community in the information gathering process (i.e. students make phone calls, RV club collects information on other parks or from fellow RV'ers.
- Identify a sub group to work with City or County government to develop plans for reasonable sewer and water costs, for example.

Develop time lines and plan the next meeting

Research Goals and Objectives		
Goal: Determine the number of customers the RV park can expect during the first year of operation.		
Objective: Determine the size of the RV market		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Contact the national RV park association for data	Joe C.	Mar. 1
Count the number of RVs passing through the local rest area.	Barb & Harriot	July 10
Objective: Determine how much of the market our RV park will capture.		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Survey RV users, asking if they would utilize a park such as the one envisioned.	Margaret K.	July 31
Count the number of RV parks in the area offering similar services to the one envisioned.	Harold C.	July 1
Contact the Parks & Rec. Dept. for data regarding the number of RV users who seek the services and attractions offered by the community.	Ronda R.	Apr. 3
Objective: Determine the average Occupancy rate of RV parks.		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Contact RV associations for data.	Ronda R.	Apr. 3
Survey area RV park owners to determine local Occupancy rates	Becky K.	Mar.15
Objective: Tabulate the data		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Call a meeting of the industry research team to analyze data in preparation for reporting the findings to the task force.	Industry research team	Aug.1

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WORKSHEET # 12

Worksheet 12 Research Goals and Objectives		
Goal:		
Objective:		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Objective:		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Objective:		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>
Objective:		
<u>Strategies</u>	<u>Responsibility</u>	<u>Target date</u>

THE INDUSTRY

Begin your industry analysis by studying the national RV market to determine the overall picture and then turn your focus to the local RV park industry. Task force leaders will need answers to the following list of questions in order to make informed decisions. This list represents only a beginning. The more informed task force members are about the RV park industry the better prepared they will be to make informed decisions that will lead to a successful project.

- 1) What is the current size of the industry nationally and regionally?
- 2) Is the industry growing, stable or declining?
- 3) If the RV industry is growing, how fast?
- 4) What is the national occupancy rate of RV parks?
- 5) What is the profitability of an RV park?
- 6) What major barriers exist that would prevent a new park such as the one envisioned from entering the market?
- 7) What are significant trends in the RV market that may influence the success of the RV park. (RV size, ADA accessibility, demand for new services.)
- 8) How many other RV parks are in the area?
- 9) What is the occupancy rate of RV parks in the region?
- 10) What are the competitive determinants in the local market?
- 11) What resources are available? (land, utilities, human)
- 12) What draws visitors to other parks in the region and nationally?

A large amount of data about the RV industry is available as secondary data. The following is a sample of the data available from the results of a 1993 survey of RV parks and campground owners conducted for the national RV Park & Campground Educational Foundation.

- The median size of RV parks reported nationwide is 36 acres.
- The median number campsites available is 207.
- Over 90% of the respondents reported having sites with water, sewer and electric (15/20/30 amp) hook-ups. 55% reported they offered 50-amp electrical hook-ups. Approximately 50% of those reporting said they offer telephone and cable TV hook-ups. 46% said they offer campsite with no-hook-ups.
- The median price per site was reported at \$14 for no hook-ups, \$17 for electricity and water and \$19 for electricity, water and sewage. Over 90% reported charging a premium for more than two persons per campsite. Over half of the respondents indicated they offer discounts to organized groups and camping clubs. Other groups receiving discounts include senior citizens, off-season campers, special events, AARP and AAA members.

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- The average gross profit for reporting RV parks in 1992 was \$24,438.
- The average profit/revenue was 17% for the same group.
- Revenues at reporting RV parks were generated from a variety of sources including:
 - site rentals arcade machines
 - camping unit rentals vending machines
 - equipment rentals day-use fees
 - store sales laundry facilities
 - meals and snack bars
- The median occupancy rate for the 1993 survey was 46%.
- The estimated median size of the campsite party was reported at 3.
- Previous visits and personal referrals were reported as the top two ways customers determined which RV park to visit.

This is only a sample of the data available. A great deal more secondary data is available from this source and those listed in appendix A.

An example of using secondary data to derive a useful information involves the lodging tax. RV users in Idaho and many other states pay a lodging tax similar to that charged by hotels and motels. The total tax collections for a particular region should be available from the state tax commission or Department of Commerce. Dividing the total tax collected in a certain area by the tax rate will give you an idea of the size of the market in that area.

One way to gather primary data about the regional industry is to visit other RV parks and communities. The plans of other communities in the area with regards to the RV market and tourism in general will affect the success of the RV project. The market may not support two nearby communities targeting the same segment. However, two communities targeting slightly different segments of the market may capitalize on a cooperative effort to attract visitors to the area. Many RV users will visit more than one community while in a particular area. They may spend a few days in one park and then move to a nearby RV park, or they may park at one park and explore the area, presenting opportunities to "share the wealth" with other successful RV parks. When working together with neighboring communities, many more opportunities present themselves to "cross-sell" attractions and services. These cooperative efforts will be most successful if each community has something unique to offer and does not attempt to target the same segment of the market.



Community leaders in Bovill and Potlatch, two small Idaho communities located only 30 miles apart, both have developed RV parks. Both communities lie on the edge of a national forest that has much scenic beauty and offers many recreational opportunities. Potlatch is located next to the major north-south highway in the state, presenting the chance to attract RV users passing through to stop for an overnight stay. Bovill on the other hand is more of a backwoods location with no major highways passing near town making Bovill's more of a destination RV park. As a way of enticing visitors to spend more time and money in the area, community leaders in Bovill and Potlatch are working together to develop loop tours that visit many of the scenic wonders of the area and include stops in both communities.

Begin assessing the affect of other communities on the success of the RV project by completing the following worksheet for each community in the area. The data from worksheet 13 is useful in at least two ways. Knowing what services and attractions exist in other area communities will help you identify a unique niche in the local tourism market. The same knowledge can help identify collaborative marketing strategies.

WORKSHEET # 13

COMPETING COMMUNITY ASSESSMENT

Community: _____	
Distance from your Community? _____ miles	
On a major highway? Yes _____ No _____	
Existing RV park? Yes _____ No _____	
Primary visitor type? Backwoods _____ Traveler _____ Membership _____	
Primary attractions	Primary Recreation Opportunities
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
Services available	Comments
Restaurants	_____
Grocery Outlets	_____
Sporting Goods Outlet	_____
Auto Repair	_____
RV Dumps	_____
Service Stations	_____
Unique Retail Stores	_____
Visitor Information	_____
Others	_____
_____	_____
_____	_____
_____	_____

Worksheet 14 is a checklist to help you organize your data collection. Fill in the name of the park you are observing and then circle the appropriate letter for each item. Score each item as appropriate for each RV park in the region. Return the worksheet to the task force group for consideration during the SWOT analysis. This data will be useful in several ways. The areas where other parks show weaknesses may reveal opportunities for filling a niche in the market. The strengths of competing RV parks may threaten the successful operation of your RV park. The price charged and services offered by competing RV parks will help you determine the types of services RV users want at the RV park and how much they are willing to pay for those services. The problems of competing RV parks identified here (a high cancellation rate for example) will help you determine some of the pitfalls of operating a RV park and may lead to possible solutions to avoid these problems.



WORKSHEET # 14

RV PARK CHECKLIST

Score each item as appropriate: High/Low • Excellent/Good/Poor • Yes/No				
	Park Name	Park Name	Park Name	Park Name
Location:				
traffic area (high/low)	HL	HL	HL	HL
visibility to motorists	EGP	EGP	EGP	EGP
access/parking	EGP	EGP	EGP	EGP
Image: reputation for:				
quality	EGP	EGP	EGP	EGP
level of service	EGP	EGP	EGP	EGP
consistency of service	EGP	EGP	EGP	EGP
customer loyalty	EGP	EGP	EGP	EGP
Marketing/customer contact				
park name	EGP	EGP	EGP	EGP
park logo	EGP	EGP	EGP	EGP
brochures	EGP	EGP	EGP	EGP
800 # for bookings	EGP	EGP	EGP	EGP
advertising	EGP	EGP	EGP	EGP
signs/billboards	EGP	EGP	EGP	EGP
other _____	EGP	EGP	EGP	EGP
Customer service				
ease of contacting business	EGP	EGP	EGP	EGP
reservations	EGP	EGP	EGP	EGP
payment options	YN	YN	YN	YN
gift certificates	YN	YN	YN	YN
complimentary extras	YN	YN	YN	YN
other _____	YN	YN	YN	YN
Operations				
total sites available	_____	_____	_____	_____
price per night	_____	_____	_____	_____
no hook-ups	_____	_____	_____	_____
water and electricity	_____	_____	_____	_____
water, electricity and sewer	_____	_____	_____	_____
occupancy rate	_____	_____	_____	_____
cancellations rate	_____	_____	_____	_____
repeat business	EGP	EGP	EGP	EGP
security	EGP	EGP	EGP	EGP
Staff				
employee policy manual	EGP	EGP	EGP	EGP
employee training program	EGP	EGP	EGP	EGP
employee loyalty	EGP	EGP	EGP	EGP
clothing/uniforms	YN	YN	YN	YN
safety equipment	EGP	EGP	EGP	EGP
personal appearance	EGP	EGP	EGP	EGP
product knowledge/sales ability	EGP	EGP	EGP	EGP

(continued on next page)

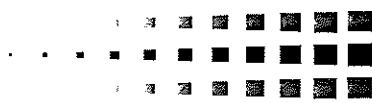
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(Worksheet 14 continued)

	Park Name	Park Name	Park Name	Park Name
Facility appearance				
EXTERIOR:				
condition of building	EGP	EGP	EGP	EGP
condition of signs/decor	EGP	EGP	EGP	EGP
landscaping	EGP	EGP	EGP	EGP
exterior lighting	EGP	EGP	EGP	EGP
entrance/exit	EGP	EGP	EGP	EGP
absence of clutter	EGP	EGP	EGP	EGP
INTERIOR:				
feeling of "spaciousness"	EGP	EGP	EGP	EGP
lighting (dim/bright)	EGP	EGP	EGP	EGP
decor/color scheme	EGP	EGP	EGP	EGP
absence of clutter	EGP	EGP	EGP	EGP
interior signs	EGP	EGP	EGP	EGP
directional	EGP	EGP	EGP	EGP
retail product/price	EGP	EGP	EGP	EGP
condition of:				
floors and walls	EGP	EGP	EGP	EGP
counters and fixtures	EGP	EGP	EGP	EGP
retail merchandise	EGP	EGP	EGP	EGP
office area	EGP	EGP	EGP	EGP
employee room/quarters	EGP	EGP	EGP	EGP
rest rooms	EGP	EGP	EGP	EGP
storage area	EGP	EGP	EGP	EGP
Equipment/Fixtures				
Trucks, lawn mowers, etc.	EGP	EGP	EGP	EGP
Trailers, cabins	EGP	EGP	EGP	EGP
Picnic tables/chairs	EGP	EGP	EGP	EGP
B-B-Q equipment	EGP	EGP	EGP	EGP

Adapted from *Business Situation Analysis* by Lorraine Roach, Competitive Edge Consulting.





THE CUSTOMER

Understanding the customer is the key to successfully meeting their needs and expectations. Gather the following information about RV users.

- Trip purpose: why do RV users travel to a particular destination?
- Geographic: How far do they travel in their RV?
- Communication: How do we reach them with our promotional efforts?
- Lifestyles: What do they like?
- Demographic: Age, gender, education level?
- Products: What services / attractions do different groups of RV users desire?
- Frequency/Season: What time of year do people use their RVs? How often? For how long?

One place to start is to clearly understand those already visiting the area. A thorough understanding of the "existing" visitors can provide valuable information about how outsiders perceive the community. Additionally these markets represent the best opportunities for expanded tourism. Persuading current visitors to stay longer or to come back is easier and less expensive than trying to attract visitors who have never been to the community before. Knowing where the visitors come from, their likes and dislikes, etc., better positions the community to meet their needs and provide them with a memorable experience and will likely serve to attract more visitors just like them.

There are a variety of sources of information about current visitors. Secondary sources including those listed in appendix A. Suggestions for collecting primary data include:

- 1) License plate surveys - observing and counting the license plates of RVs passing through a rest area or other place where RVs are likely to stop is a good way to determine the origin of visitors to the area.
- 2) RV park owners - Discussions with the owners of other RV parks in the area can yield a wealth of valuable information about visitors to their parks and about possible niches in the market not currently being filled.
- 3) Survey RV user groups - RV user groups have information about their members and may wish to share that information as a way of promoting RV use in general.



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The list above is by no means all inclusive. Use your imagination in your information gathering efforts and do not overlook the obvious. Community leaders in Weippe found that many RV users visiting the area often stopped at a local bar and restaurant to ask if there was a RV park in the area. This not only stimulated the community interest in developing a RV park but also became a valuable information gathering tool. By striking up a conversation with those that stopped, a great deal of information was gathered and documented about where the RV users came from, why they were in the area, how long they intended to stay, and more.

Organize the data about visitors on the following worksheets. List the characteristics and total number of visitors with that characteristic. Document any comments as they relate to the RV industry in the comment column.

Considering data about the customer in unison with data from worksheets 6 through 11 of the community assessment section will help the group determine who to target with current marketing efforts. Examples of uses for this data are as follows. Demographic data will help determine the needs and expectations of visitors. Knowing whether visitors consider your community as a destination or are passing through the area will help determine the type of park that will be most successful. Knowledge of their final destination and why they go there may suggest opportunities for development of additional markets. Knowledge about where visitors originate from along with their interests and attitudes will help determine the best way to reach these customers with promotional pieces.



WORKSHEET # 15

CUSTOMER DEMOGRAPHIC DATA

Age groups	#	Comments
Party size	#	Comments
Marital Status	#	Comments
Occupation Type	#	Comments
Income Ranges	#	Comments
Education Level	#	Comments
Other	#	Comments

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WORKSHEET # 16

CUSTOMER GEOGRAPHIC DATA

[illegible]

WORKSHEET # 17

CUSTOMER PSYCHO-GRAPHIC DATA

Reasons for Travel	#	Comments
Hobbies	#	Comments
Activities	#	Comments
Destination Preferences	#	Comments
Travel Information Sources	#	Comments
Other	#	Comments

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POTENTIAL VISITORS

The community assessment and the assessment of current visitors may have revealed opportunities for developing potential RV markets. For example, there may be a trail system that is currently used by RV users for motorbikes in the spring, summer. With an RV park that is both accessible and suitable for use during the winter months, the same trail could be marketed to snowmobile users as a part of the RV park marketing strategy. Discussions with the planners of special events may produce ideas for promoting the RV park to a potential market segment.

The potential for "cross-selling" in the RV industry exists in many areas. The "Recreational Vehicle User Survey" distributed to registered RV owners in the state of Idaho by the Idaho Department of Parks and Recreation in 1994 indicated that nearly one-third of Idaho's RV owners also owned a boat, 13% owned ATVs, 10% owned snowmobiles, and 16% owned motorized trail bikes, 21% owned a mountain bike, 8% owned a horse. Successful marketing plans might include strategies for capitalizing on these interests of RV owners. Worksheet 18 will help organize the information about potential customers. List the type of potential customer and the season they will likely visit the community. Then identify the action needed to develop this market. Based on the season each group will visit and the ease of developing the market rank each customer group. Those groups that visit during other than peak season(s) should rank higher. Those customer groups that require the commitment of fewer resources to develop the market should rank higher. The groups that rank the highest represent the community's best chance for expanding into new areas of the market.



POTENTIAL CUSTOMERS

[illegible]

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THE REGULATORY ENVIRONMENT

Regulations and policies must encourage tourism development. Over burdensome regulations as well as the lack of regulations can devastate the project in the long-term. The lack of zoning in an area could mean that at some future date, a cattle yard or a noisy industry may set up shop next to the RV park and disturb the guests. Over burdensome regulations can be prohibitive to the profitable operation of an RV park.

The city regulations in Troy Idaho that required the RV park to pay for water hook-ups to each RV site on a year round basis at a rate equal to that of a house hooked to the same system halted development of a RV park in that community. Had the city and developers been able to reach a fee agreement based on the months of operation and the average number of stays at the park, development would have proceeded. This one regulation made operation of a RV park in this community financially prohibitive.

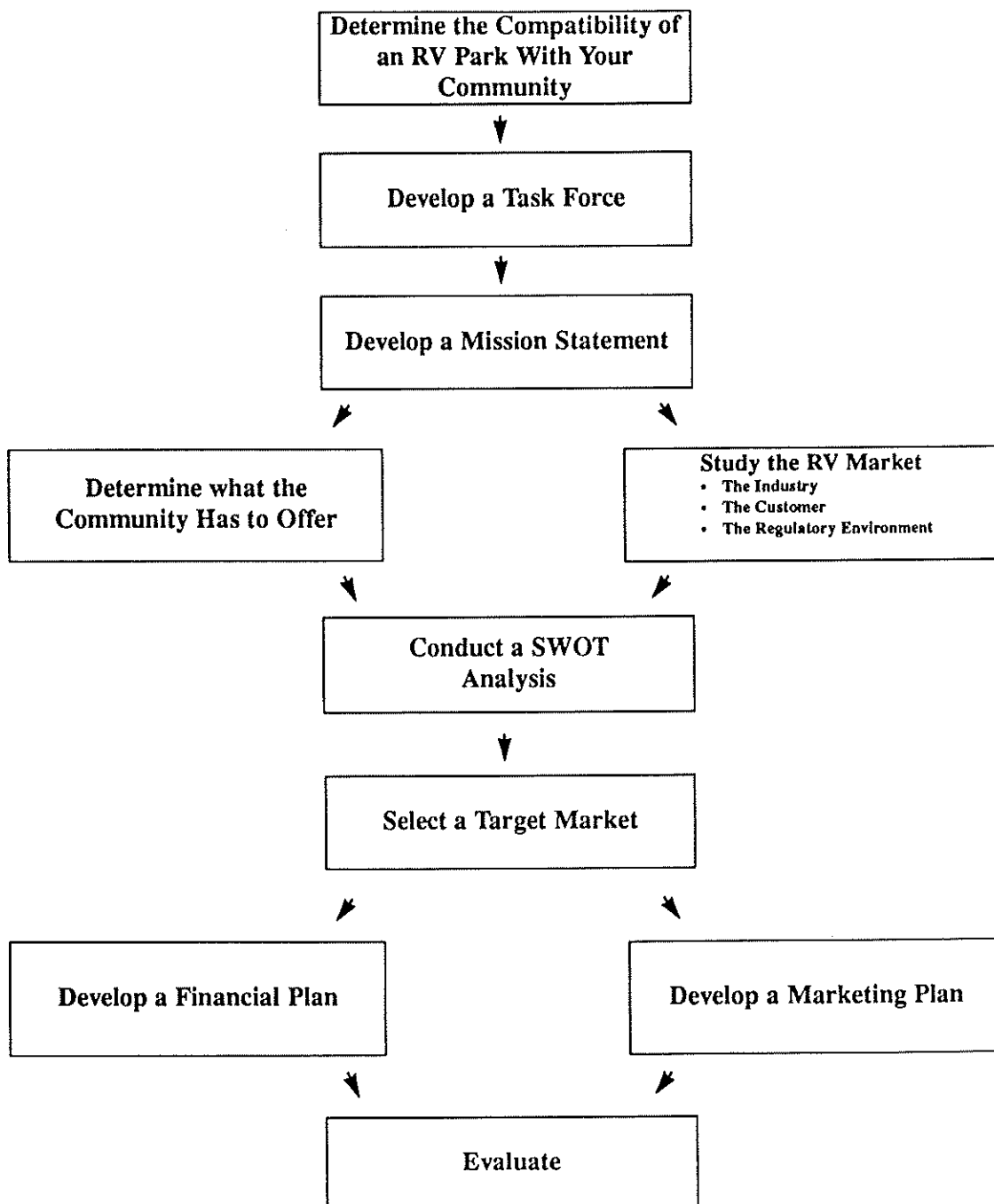
There are also rules and regulation imposed by RV park membership groups and by publishers of RV travel guides. Inclusion in RV travel guides often requires that the park have certain amenities or a minimum number of RV sites. A list of RV travel guides is included in Appendix A. Consult those of interest to obtain data about their requirements. Developing a membership RV park may not be a viable choice because of the financial and amenity requirements placed on such parks by the membership organization. Consult with the organizations you wish to associate the RV park with to ascertain their requirements.

Organizing data about the regulatory environment on worksheet 19 will help project leaders identify potential threats to the project as well as opportunities that can be exploited. Determine if the regulation will have a positive or negative effect on the RV park. Document the anticipated action needed to exploit or overcome the regulation. Prioritize the action based on the regulation's potential effect on RV park development and indicate who will be responsible for completing required action and reporting the results to the task force.

REGULATORY ENVIRONMENT

[illegible]

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STEP 6: CONDUCT A SWOT ANALYSIS

The SWOT analysis is the process of identifying the strengths and weaknesses of the community and RV park as well as the opportunities and threats revealed in the market research. The SWOT analysis will help determine the target market and will guide the marketing plan. To complete the SWOT analysis,

- 1) Reconvene the Task Force.
- 2) Examine the data gathered in the market analysis. Relate data about current and potential customers, and the industry and the community to the community.
- 3) Hold a brainstorming session to determine the strengths and weakness of the community and the RV park.
- 4) Identify opportunities and threats faced by the RV project.

To effectively complete the analysis, try to see through the visitor's eyes. Visitors and residents will tend to see the community from different perspectives as will members of the task force. For this reason it is suggested that brainstorming is an important technique that will help to accomplish this task. Involve as many members of the task force as possible and invite others to offer input to get a broad perspective. The goal is to provide an experience that meets or exceeds the expectations of the visitor. From the inventory lists choose those items that are strengths and those that are weaknesses as they relate to your promotional efforts.

The strengths are those things that will attract, keep and satisfy visiting RV users. For example, a well maintained trail system or a wealth of historic sites in the area may be a strength. The weaknesses are those things that might detract from your ability to draw RV users to the community. This may include a "run-down" appearance of the community or limited access to the community because of a poor highway system in your area.

Strengths and weaknesses could be related to the same item. For example, a strength might be that your community is surrounded by several rivers and streams offering a variety of recreation opportunities such as fishing and boating. A weakness related to the same item might be that fish and game regulations limit access to these rivers and streams during peak tourist seasons.

On the following worksheets list items from your brainstorming session seen as strengths and weaknesses along with a comment as to why the item was chosen. Then rank those items. The suggested ranking criteria are as follows.

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STRENGTHS

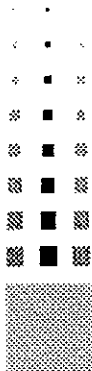
- 1) Uniqueness - Rank items higher that are unique to your community. These items will help determine a market niche for the RV park and the community.
- 2) Compatibility - Rank items that are compatible with RV use higher. These items will tend to draw RV users to the area.
- 3) Effectiveness - Rank items higher that will tend to encourage visitors to spend time and money in the community.
- 4) Marketability - Rank items higher that fit well with the overall tourism marketing scheme of the community.
- 5) Ease of development - Rank items higher that can easily be developed and/or promoted.

WEAKNESSES

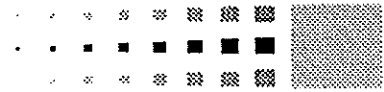
- 1) Importance - Rank items higher that have a significant effect on attracting, keeping and satisfying existing RV visitors.
- 2) Visibility - Rank items higher that are highly visible to visitors.
- 3) Ease of correction - Rank items higher that can quickly and inexpensively corrected.



PROCESS NOTES



INSERT BEFORE PAGE 51



PROCESS NOTES: Task Force Meeting for SWOT analysis.

OBJECTIVES: Use the SWOT to determine feasibility of developing an RV park as a tool for economic diversification.

AGENDA: Welcome and agenda review:

- Post newsprint for strengths, weaknesses, opportunities and threats.
- Brainstorm for each section using information collected by the group.
- Discuss the information generated and develop two lists, one for pro's and one for con's.

Break into small groups and have each group choose a con.

- Brainstorm what would have to happen to eliminate or reduce the impact of the con.

Small groups report back.

- Whip-around: following around the room, give each person a chance to state their opinion of what should happen.
- Discuss opinions and determine feasibility.

Next steps: Ask for volunteers to work on the marketing and the financial plans.

SWOT ANALYSIS

[illegible]

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WORKSHEET # 21

SWOT ANALYSIS

[illegible]

The information from the SWOT analysis is useful in a variety of ways including selecting a target market and developing a marketing plan. Matching the strengths of you community to information about RV customers will help determine which segments of the RV market will be satisfied with what the community has to offer. Knowledge of the weaknesses of the community will help community leaders avoid trying to fill a void in the market for which the community is unprepared. When formulating a marketing plan, focusing on the strengths of the community and downplaying weaknesses will lead to a more successful effort. Marketing the strengths of the community will tend to draw customers who enjoy the kinds of things your community has to offer, creating a more satisfied customer base from which to build.

The data will also reveal possible opportunities to position the community in a particular niche in the market or to expand the customer base. For example, in the industry analysis you may have found that a portion of RV users also enjoy horseback riding. Additionally you may have found that a trail system suitable for travel by horseback is near the community. These two pieces of data indicate that an opportunity exists to attract RV users with interests in horseback riding. Another opportunity may arise if a nearby community (with limited accommodations) holds a large celebration once a year. Visitors to that celebration may be convinced to stay at the RV park.

Threats are those things that may inhibit the success of the RV project. A threat could be that the highway department is planning major road construction in your area that will limit access to the community during the peak tourist season, or that a nearby community is planning to build a similar RV park in the near future.

List the threats and opportunities identified in the brainstorming session on the following worksheet. Identify the action needed to capitalize on opportunities and to minimize the affects of the threats. Prioritize the threats and opportunities based on the following. Cost of implementing the action, cost of not addressing the threat or opportunity, image portrayed to visitors.

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WORKSHEET # 22

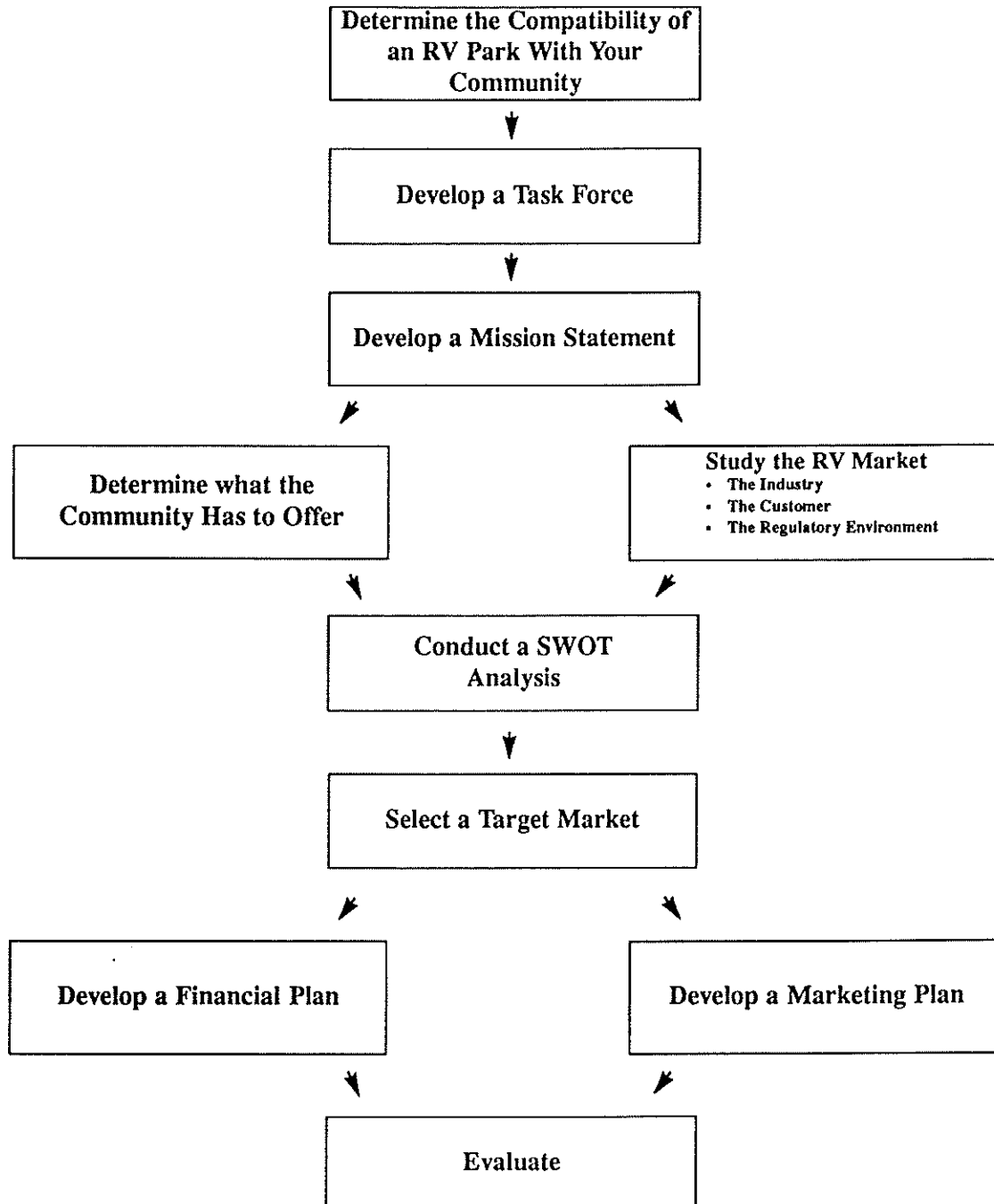
SWOT ANALYSIS

OPPORTUNITIES	Comments	Rank

WORKSHEET # 23

SWOT ANALYSIS

THREATS	Comments	Rank



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STEP 7: SELECT YOUR TARGET MARKET(S)

The next step is to select a target market. The community cannot be all things to all people. The target market or markets will be those customers to which the community is able to offer the experience they seek, and meet or exceed their expectations. Based on the data from the SWOT analysis and the data gathered about the customer, both current and potential, determine which segment(s) of the RV market will best be served by what the community has to offer. Record the following information about your target customer groups.

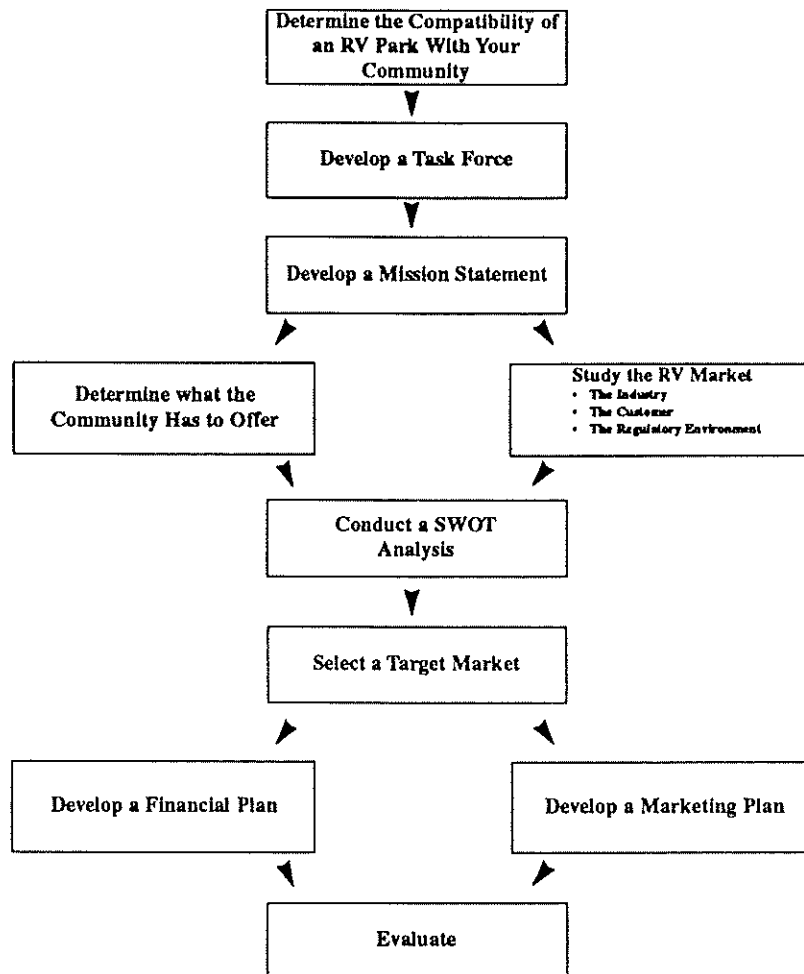
Make the selection based on compatibility with the community's tourism goals, the availability of services and attractions that will provide the experience sought by the targeted group, and the ease of reaching the targeted market with promotional efforts. List the characteristics of visitors that are the best match with your community under primary. The primary target customers are those that can be easily reached with promotional materials and are likely to visit the RV park and/or community because of what it has to offer. List under secondary the characteristics of the group who's needs and expectations will likely be met by the RV park and community, but will be harder to reach with promotional efforts and are less likely to visit the RV park than the primary customer. List the characteristics of visitors under tertiary who's needs and expectations can be met with changes to the community. This group represents a potential expansion new market over the long-term.

WORKSHEET # 24

TARGET MARKETS

TARGET CUSTOMER GROUPS			
	Primary	Secondary	Tertiary
Demographic:			
Age Group:			
Party Size:			
Marital Status:			
Occupations:			
Income Ranges:			
Education:			
Other:			
Geographic:			
Home State:			
Destination/pass through:			
Psycho-graphic:			
Reason for Travel:			
Hobbies:			
Activities:			
Likes/dislikes:			
Destination Preferences:			
Travel Information Sources:			

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STEP 8: DEVELOP A FINANCIAL PLAN

It is important to develop financial projections for your project. Preparing financial projections will help project leaders determine how much the project will cost, how long it will take to recoup the investment and how operational needs will be met once the RV park is open. The projections of each community will vary depending on the existing conditions, the target market chosen and the long-term tourism goals of the community. The following worksheets are intended to get you started identifying what it will cost to develop and operate a RV park.

Each item listed here is actually a subtotal of many other expenses. To clearly determine costs for many of these items consult with a member of the task force with expertise in the field or get a qualified contractor to furnish the group with a bid. There are often many hidden details that can increase the cost of a project. Try to include any costs that will arise. The project could fail if the funding runs out because of unexpected costs.

WORKSHEET # 25

START-UP COSTS

ITEM	Estimated Costs	Funding Source
Land Acquisition	_____	_____
Zoning Changes	_____	_____
Infrastructure and hook-ups		
Roads	_____	_____
Water	_____	_____
Sewer	_____	_____
Telephone	_____	_____
Electricity	_____	_____
Television	_____	_____
Other	_____	_____
Site Development/Landscaping		
Roads	_____	_____
Parking Pads	_____	_____
Dump Station	_____	_____
Trees	_____	_____
Grass	_____	_____
Tables	_____	_____
Community Lighting	_____	_____
Rest Rooms	_____	_____
Showers	_____	_____
Playground	_____	_____
Barbecue Pits	_____	_____
Laundry Facilities	_____	_____
Other	_____	_____
Grounds Maintenance Equipment	_____	_____
Office Building Construction	_____	_____
Office Equipment	_____	_____
Gift Shop Construction	_____	_____
Inventory	_____	_____
Other	_____	_____
TOTAL START-UP COSTS	_____	_____

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SETTING THE PRICE

In its simplest form, pricing strategy involves determining how much something costs to make or buy, adding the cost of doing business and then adding a margin for profit (Pryor). Unfortunately, setting a price that insures a profitable operation is not that simple. Primary considerations when setting the price are: the competition (the going rate), the uniqueness of services and attractions, and the image you wish to portray.

Generally, setting the price below that of other parks in the area will tend to attract price conscious RV users. However, this strategy reduces the profit margin and requires increased occupancy and reduced costs to maintain profitability. Pricing below the competition will require limiting services and may result in lower customer satisfaction and fewer return customers. This strategy may also trigger retaliatory price cuts by competitors leaving both parties worse off.

Setting a price above that of competitors is possible when the RV park or community has something unique to offer. Customer may be willing to pay more if the RV park is located near attractions of significant interest to RV users or if services meet the need of a particular segment of the market. A helpful and friendly staff can also be a unique feature that allows for a price above the competition. Customers will generally pay more and will become repeat customers if their needs are satisfactorily met.

The image you want customers to have of the RV park is also affected by price. Potential customers will build an image of the RV park at least in part by what it costs to stay there. As consumers, we generally associate a higher price with more services or frills and vice-versa. You must live up to your image however. Repeat customers will be hard to come by if visitors are disappointed with their experience.

You may want to establish more than one price. Reduced prices are often given to members of certain groups or for certain events. You might want to base the price on seasonal demand, charging a premium when demand is high and a reduced price during the slow season.

The feasibility of the project will be based in part on whether customers will pay a price high enough to cover costs. To calculate the price that will cover projected costs and provide a satisfactory profit complete the following eight step process.

To determine the price you will charge, compare the price calculated above to the price charged by other RV parks. Refer to worksheet 14. From this worksheet chose two RV parks that offer similar services and portray a similar image to the one envisioned for you RV park. Enter the price each RV park charges in the appropriate box on worksheet 27. Then enter the national average price charged by RV parks revealed in the study of the national RV park industry.



WORKSHEET # 26

COST BASED PRICING

STEP ONE: DETERMINE THE MONTHLY FIXED EXPENSES. Use the following worksheet as a guide. Since these expenses are fixed, they should not change each month.

Personnel

Manager	_____
Assistant Manager	_____
Recreation Director	_____
Building Maintenance	_____
Grounds Maintenance	_____
Bookkeeper	_____
Other	_____

General Maintenance

Mowing	_____
Pruning	_____
Building Repair Materials	_____
Snow Removal	_____
Other	_____

General Expenses

Ads and Promotions	_____
Utilities	_____
Trash Removal	_____
Insurance	_____
Property Taxes	_____
Principle and Interest Payments	_____
Other	_____
Other	_____
Other	_____
Other	_____

STEP TWO: DETERMINE THE TOTAL MONTHLY OVERHEAD. Overhead is the amount required to cover fixed expenses.

Sum those items in step one. _____

STEP THREE: MULTIPLY THE TOTAL MONTHLY OVERHEAD BY TWELVE TO OBTAIN THE ANNUAL OVERHEAD COST.

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STEP FOUR: DETERMINE THE OCCUPANCY RATE.

$$\frac{\text{Total number of spaces filled}}{\text{Total number of spaces available}} = \text{Occupancy rate}$$

Without records on which to base the occupancy rate, we suggest estimating the rate based on the data gathered about occupancy rates for RV parks on the national and regional levels. Make a conservative estimate. Estimating the occupancy rate significantly higher than the industry average may lead to overly optimistic financial projects and financial goals that are impossible to meet.

STEP FIVE: ALLOCATE THE FIXED EXPENSES.

$$\frac{\text{Annual fixed expenses}}{\text{Allocation Base}} = \text{Fixed expense allocated to each space rental}$$

Determine the allocation base by multiplying the occupancy rate times the number of spaces in the park, times the number of days the park is open.

STEP SIX: DETERMINE VARIABLE COSTS.

Variable costs will include the cost of items furnished with the space rental at no additional charge. The list below will guide you in determining variable costs. Estimate the daily usage per site based on the data gathered in the industry analysis.

Electricity	_____
Water	_____
Cable Hook-up	_____
Other	_____
Total variable cost per space rental	\$ _____

STEP SEVEN: DETERMINE THE REQUIRED PROFIT.

The required profit is influenced by many factors including the investor's required rate of return, the plans for expansion and the expansions dependency on profits to provide funds for expansion, as well as the demand and supply situation.

$$\text{The required profit per space rental} = \frac{\text{Annual profit required}}{\text{Allocation (as calculated above)}}$$

STEP EIGHT: DETERMINE THE PRICE.

Sum the following to determine the price.

The allocation of overhead per space rental	_____
The variable cost per space rental	_____
The required profit per space rental	_____
Price per space	\$ _____

Compare the prices to see if your park will be able to operate competitively in the market. Setting the price equal to competitors who offer the same service does not guarantee profitability. The operational costs of competitors may differ from those at your RV park. If the price derived based on cost is significantly higher than the price charged by the competition you may need to identify methods for reducing costs, and/or redefining the type of RV park and services offered.

Compare the prices listed on the worksheet and determine a price that will cover the cost of operation and competitively position your RV park in the market while providing a sufficient profit margin.

WORKSHEET # 27

PRICE COMPARISON AND DETERMINATION

	Cost-based Price	Park #1 Name: Price	Park #2 Name: Price	National Median or Average Price	Your Price	Your Discount Price
NO Hook-ups	\$					
Water and Electric	\$					
Water, Electric and Sewage	\$					

PREPARING CASH FLOW PROJECTIONS

Understanding the flow of cash in and out of the project budget is very important. The project could fail if it becomes starved for cash at a crucial time. To get a clear picture of the project cash flow complete the following projected statement of cash flows. Explanations for calculating each item follows the worksheet.

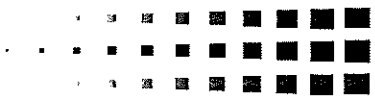
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WORKSHEET # 28

PROJECTED STATEMENT OF CASH FLOWS

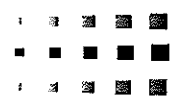
Worksheet 28
Projected Statement of Cash Flows
Year one

	1	2	3	4	5	6	7	8	9	10	11	12
MONTH												
1 Cash on Hand (beginning of month)												
CASH INFLOW:												
2 Cash Injections												
3 Site Rentals												
4 Retail Sales												
5 Equipment Rentals												
6 Service Revenue												
7 TOTAL CASH INFLOW												
8 TOTAL CASH ON HAND												
CASH EXPENDITURES												
9 Wages and Salaries												
10 Emp. Taxes & Benefits												
11 Purchase Inventory												
12 Maintenance Costs												
13 Ads & Promotions												
14 Trash Removal												
15 Insurance												
16 Property Taxes												
17 Loan Payments												
18 Telephone												
19 Electric												
20 Water & Sewer												
21 Other												
22 Other												
23 Other												
Capital Investments												
24 Infrastructure												
25 Buildings												
26 Equipment												
27 Other												
28 Other												
29 TOTAL CASH EXPENDITURES												
30 CASH AVAILABLE												
(at end of month)												



Worksheet 28 continued

Worksheet 28 Projected Statement of Cash Flows Year Two											
MONTH											
12											
11											
10											
9											
8											
7											
6											
5											
4											
3											
2											
1											
CASH ON HAND											
Beginning of month											
CASH INFLOW:											
Cash Injections											
Site Rentals											
Retail Sales											
Equipment Rentals											
Service Revenue											
TOTAL CASH INFLOW											
TOTAL CASH ON HAND											
CASH EXPENDITURES											
Wages and Salaries											
Emp. Taxes & Benefits											
Purchase Inventory											
Maintenance Costs											
Ads & Promotions											
Trash Removal											
Insurance											
Property Taxes											
Loan Payments											
Telephone											
Electric											
Water & Sewer											
Other											
Other											
Capital Investments											
Infrastructure											
Buildings											
Equipment											
Other											
TOTAL CASH EXPENDITURES											
CASH AVAILABLE											
(at end of month)											



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(Workshop 28 continued)

Worksheet 28 Projected Statement of Cash Flows Year Three		MONTH	1	2	3	4	5	6	7	8	9	10	11	12
Cash on Hand (beginning of year)														
CASH INFLOW:														
Cash Injections														
Site Rentals														
Retail Sales														
Equipment Rentals														
Service Revenue														
TOTAL CASH INFLOW														
TOTAL CASH ON HAND														
CASH EXPENDITURES														
Wages and Salaries														
Emp. Taxes & Benefits														
Purchase Inventory														
Maintenance Costs														
Ads & Promotions														
Trash Removal														
Insurance														
Property Taxes														
Loan Payments														
Telephone														
Electric														
Water & Sewer														
Other														
Other														
Other														
Capital Investments														
Infrastructure														
Buildings														
Equipment														
Other														
TOTAL														
CASH EXPENDITURES														
CASH AVAILABLE (at end of month)														

CASH FLOW ITEM DESCRIPTIONS

- 1) Cash on hand (beginning of the month) - Transfer the amount from line 31 of the previous month.
- 2) Cash Injections - Money injected into the project as a result of financing or other investment. Do not include income from operations.
- 3) Site Rentals - Income from the rental of RV sites. Multiply the expected occupancy rate times the total number of sites in the park, times the price per site rental.
- 4) Retail Sales - Include the total projected sales from the gift shop, or other retail establishment that is a part of the RV park. This may include the sale of propane or other RV related items.
- 5) Equipment Rentals - Include the receipts from the rental of equipment such as bicycles, paddle boats or other equipment that will be available to RV park guests at the park itself.
- 6) Service Revenue - Include receipts from RV dump charges or other services provided to the guests at an additional charge.
- 7) TOTAL CASH INFLOW - The sum of lines 2 through 6.
- 8) TOTAL CASH ON HAND - Add lines 1 and 7
- 9) Wages and Salaries - Include the gross wages and salaries of all employees of the RV park. This may include administrators, maintenance personnel and others. The amount entered into each month will likely vary with the seasonal use of the park facilities. However, a certain amount of maintenance is normally required during the months the park is closed.
- 10) Employment taxes and benefits - Include the employer's portion of Social security, unemployment insurance, workers compensation insurance, and other taxes the employers in the state are required to pay. To meet the Idaho state requirements this amount is approximately 18% of line 9. If vacation pay, health insurance or other benefits are offered to employees add that amount also.
- 11) Purchase inventory - This is the amount that you expect to spend to replenish the inventory that is sold through the retail outlet. This number will vary depending on your product mix and the mark-up taken on inventory.
- 12) Maintenance Costs - Include the cost of building repairs, paint, lawn mower gas, and any other monthly expenses you anticipate incurring in your efforts to maintain the park in A-1 condition.
- 13) Ads - Promotions - Include the cost of advertising and promoting the park to potential guests. This could include the cost of mailing invitations to various groups and/or individuals soliciting their business or it could include the cost of paid advertisement or the cost of printing and distributing a brochure describing the

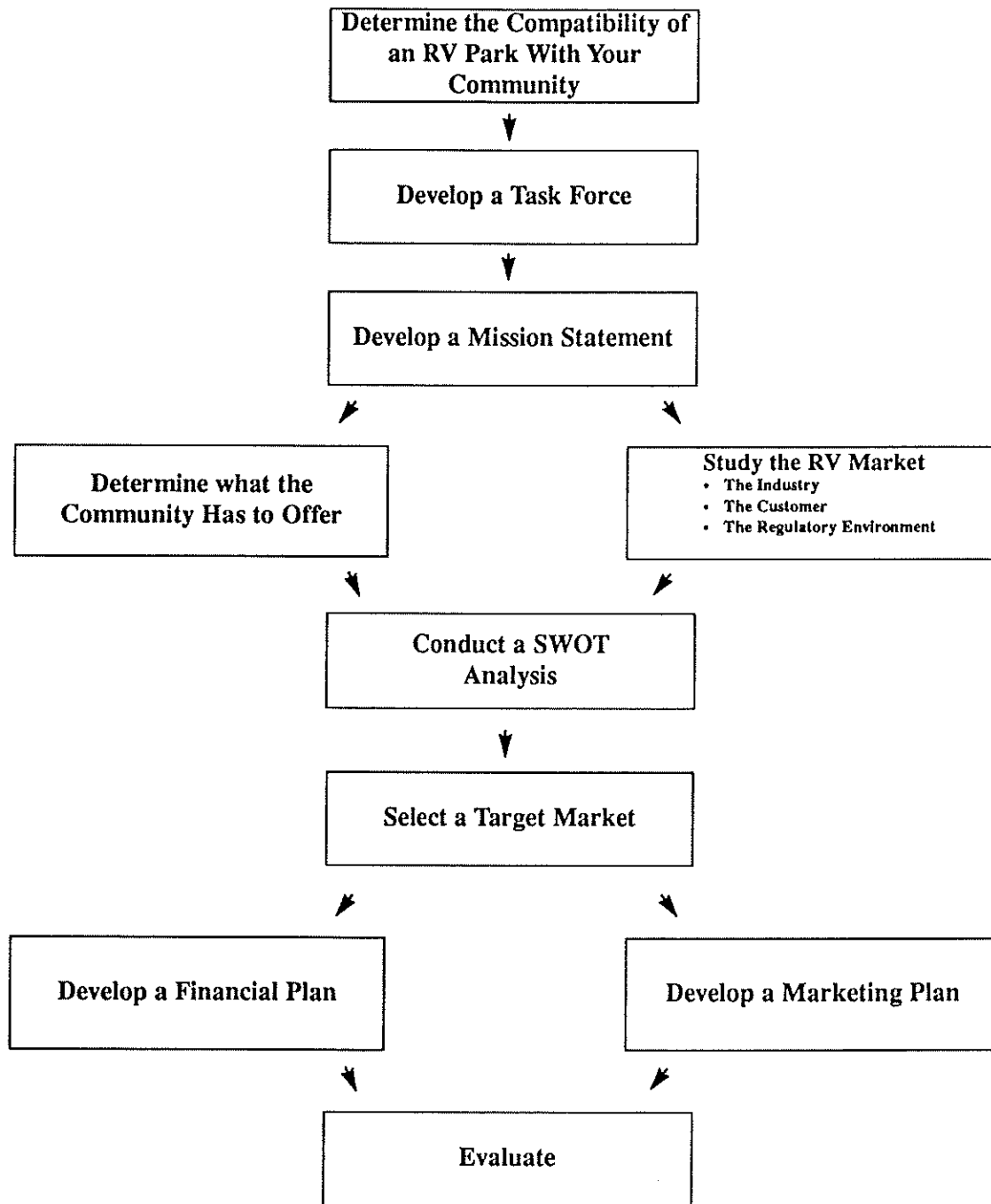
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RV park. Many establish their marketing budget as a percentage of revenues or a certain amount per site rented. Refer to the marketing plan for clarification on the total amount and timing of expenditures.

- 14) Trash Removal - Include all costs related to removing the trash from your facility. This could vary significantly depending on what system you use. Many RV parks require that the guests be at least partially responsible for trash collection by having them deliver their trash to a central collection point. Others place receptacles at each site and have maintenance personnel collect the trash and remove it. Others have implemented systems for collecting and selling recyclable materials. This too will require personnel to properly manage the recycling program and make collections of the materials.
- 15) Insurance - Include the cost of liability insurance, fire insurance for the buildings, possibly flood insurance if you are located on a flood plain. To get a close estimate, contact a local insurance agent or agents to get bids and ask them what coverage is appropriate for you particular situation.
- 16) Property Taxes - An estimate of the property taxes can be obtained from the county assessors office by comparing the assessed value of a similar operation to the one which you are planning.
- 17) Loan Payments - This amount will repay the principle and interest associated with the financing of the project. An estimate of your loan payment can be obtained by contacting a local banker or investment counselor or a member of the task force with a financial background.
- 18) Telephone - Estimate will vary depending on the intended use of the telephone. Will you provide an 800 number for potential visitors to call for information and reservations? Will the telephone be used as a marketing tool to make outgoing long distance calls? Will you use the phone to call and confirm reservations?
- 19) Electricity- include both the fixed and variable portions of the electricity cost determined in the price section.
- 20) Water & sewer - include both the fixed and variable portions of the electricity cost determined in the price section.
- 21) through 23) Include expenses peculiar to your situation.
- 25) through 29) Capital investments - List and include start-up costs and phases of construction in the months you expect to expend the money.
- 30) Total cash expenditures- Sum lines 9 through 29.
- 31) Cash available (*at end of month*) - Equals, line 8 minus line 30.

Complete a projected statement of cash flows for the first three years of the project. These projections will serve as the budget for the project and alert the task force of cash flow problems that threaten the project. Continually evaluate the progress of the project and compare actual costs to the projected costs.





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STEP 9: DEVELOP A MARKETING PLAN

The marketing plan will lead the project toward its goals by laying out a map to guide the marketing efforts. The marketing plan is or should be one which fits within the constraints identified through your research. It is a balancing act between time, money and resources. For example, if the RV park has 30 spaces it may do more harm than good to market the RV park as a possible site for the next northwest regional motorcycle rally that draws four thousand motorcyclists from around the region. The RV park simply would not be able to accommodate that many people.

Marketing is much more than advertising or promotions. Marketing is an orientation - a way of thinking - a frame of mind that shapes the focus of the project. To assume a marketing frame of mind things must be seen through the visitor's eyes. Marketing the RV park and the surrounding community requires a commitment to not only increasing the number of visitors and their expenditures, but also to meeting or exceeding the visitor's expectations. If this can be accomplished, the rest just happens naturally. Satisfied customers stay longer, return again and encourage others to visit.

The RV industry and tourism in general is a dynamic industry. Changes in the market are continually taking place that will effect the position of the RV park and the community in the market place. The planning process is an ongoing process that will help community leaders respond to new challenges and take advantage of new opportunities as they arise. When one round of planning is complete, a new situation to consider and additional goals and objectives will come to light. By continually designing, implementing and evaluating your marketing efforts community leaders will ensure that the community is responsive to the needs of RV users.

Based on the information identified in the market research and the SWOT analysis, set marketing goals for the project. Marketing goals should be clear and fit with the overall strategic plan for the park. The marketing goals should answer the question, what do we want to achieve? (e.g. higher gross revenues, higher net profit, increased occupancy, more inquiries, better conversion rate on inquiries, etc.) A check to see that the goal is consistent with the over all strategic plan is to ask, why do we wish to accomplish the goal? If community leaders are attempting to help local businesses capitalize on a RV park, the goal might be to increase expenditures of RV park visitors in the community.

Marketing objectives are specific and measurable ways in which goals are met. The objective should state things like, how much? how many? and/or by what per cent? For example, if your goal is to increase net income, one possible objective may be to increase the occupancy rate by 10% while maintaining the current profit margin. If the goal is to increase the expenditures of RV park visitors in the local business community, the objective might be to increase visits to the business community by RV park visitors by 10%.

Marketing strategies are even more specific than the objectives. Strategies describe specific ways to meet the objectives. If the objective is to increase visits to the business community by RV park visitors by 10%, a strategy to accomplish this might be to include a pamphlet in each guest registration packet which describes the products and services available in the community. When planning, it is common to have more than one objective that will help to meet each goal and more than one strategy to meet each objective.

Measuring the success of the marketing efforts is very important. In the marketing industry, this step is referred to as "qualifying your benchmarks" and will be used as both a launch pad for, and to measure the success of, your marketing strategies. For example, you must know what your occupancy rate is now before you can determine if the marketing strategy did indeed result in a 10% increase in that figure.

SAMPLE MARKETING GOALS AND OBJECTIVES WORKSHEET

GOAL	Increase expenditures of RV park visitors in the local business community.	Priority	Target Date
OBJECTIVE 1	Increase visits to the business community by RV park visitors by 10%.		
Benchmark	In 1995 RV park guests visited the local business community once per 3 day stay.		
Strategy A	Include a pamphlet in each guest registration packet describing what business community has to offer.		
Strategy B	Include information about community events of interest to RV guests.		
Strategy C			
Expected Result	RV park guests, on average, will visit the business community once per two day visit.		
OBJECTIVE 2			
Benchmark			
Strategy A			
Strategy B			
Strategy C			
Expected Result			

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WORKSHEET # 29

MARKETING GOALS AND OBJECTIVES

GOAL	Priority	Target Date
OBJECTIVE 1		
Benchmark		
Strategy A		
Strategy B		
Strategy C		
Expected result		
OBJECTIVE 2		
Benchmark		
Strategy A		
Strategy B		
Strategy C		
Expected result		
OBJECTIVE 3		
Benchmark		
Strategy A		
Strategy B		
Strategy C		
Expected result		

A successful marketing plan will include a budget, will prioritize the implementation of strategies, identify who is responsible for those strategies, establish a timeline for implementing strategies, and will set the criteria for evaluating strategies. From the completed marketing goals worksheets, identify and list the top strategies based on their priority and complete the following marketing action plan.

WORKSHEET # 30

MARKETING STRATEGIES

STRATEGY	ESTIMATED COST	RESPONSIBILITY	EXPECTED RESULTS	IMPLEMENTATION DATE
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

The timing of the promotional efforts is crucial and must be linked to your target market. Advertise to hunters when they are planning their hunting trip in a media that they are likely to see at that time. The following worksheet will help you visualize the timing of your marketing and promotional efforts.

MARKETING AND PROMOTIONS SCHEDULE

[illegible]

SOURCE: Lorraine Roach,
Competitive Edge Consulting
Grangeville, Idaho

[illegible]

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WORKSHEET # 32

PROMOTIONAL BUDGET

Worksheet 32 Promotional Budget	July	August	September	October	November	December	January	February	March	April	May	June
ACTIVITY												
Director's Office / Ad												
Print Release												
Media Advertising												
Special Events / Promotions												
Total monthly promotional costs (sum each column)												
Adapted from a similar worksheet by: Lorraine Roach, Competitive Edge Consulting Greenville, Idaho												

Sample Marketing Schedule

ACTIVITY	July - 95					AUG. - 95					SEPT. - 95					OCT. - 95					NOV. - 95					DEC. - 95				
	WEEK	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5				
I. MARKETING PREPARATION																														
Employee Training																														
Determine Benchmarks																														
Define strategies, budget																														
Implement tracking measures																														
Policies and procedures																														
II. MARKETING STRATEGIES																														
1. Brochure Flyer																														
Decide format & distribution																														
Design/text/layout																														
Printing																														
Distribution																														
2. Press Release- write and distribute																														
3. Directory listings/ads																														
4. Analyze/evaluate 1995 strategies																														
5. Plan strategic/prices for 1996																														
6. Finalize 1996 Marketing Budget																														
III. NETWORKING																														
1. Chamber/Community Organizations																														
2. Visit other parks																														
3. Visit/mail to clubs, retirement centers																														
4. Direct sales (shows, sales calls)																														
5. Etc.																														
IV. ETC.																														

SOURCE: Lorraine Roach,
Competitive Edge Consulting
Grangeville, Idaho

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Sample Marketing Schedule

ACTIVITY	Month		JAN. - 96					FEB. - 96					MAR. 96					APR. 96					May - 96					JUN. - 96					
	Week		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
I. MARKETING PREPARATION																																	
Employee Training																																	
Determine Benchmarks																																	
Define strategies, budget																																	
Implement tracking measures																																	
Policies and procedures																																	
II. MARKETING STRATEGIES																																	
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Decide format & distribution																																	
Design/text/layout																																	
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2. Visit other parks																																	
3. Visit/mail to clubs, retirement centers																																	
4. Direct sales (shows, sales calls)																																	
5. Etc.																																	
IV. ETC.																																	



Sample Marketing Schedule

ACTIVITY	July - 95					AUG. - 95					SEPT. - 95					OCT. - 95					NOV. - 95					DEC. - 95				
	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
I. MARKETING PREPARATION																														
Employee Training																														
Determine Benchmarks																														
Define strategies, budget																														
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3. Visit/mail to clubs, retirement centers																														
4. Direct sales (shows, sales calls)																														
5. Etc.																														
IV. ETC.																														

SOURCE: Lorraine Roach,
Competitive Edge Consulting
Grangeville, Idaho



ACTIVITY	JAN. - 96				FEB. - 96				MAR. 96				APR. 96				May - 96				JUN. - 96			
	Week	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	
I. MARKETING PREPARATION																								
Employee Training																								
Determine Benchmarks																								
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4. Direct sales (shows, sales calls)																								
5. Etc.																								
IV. ETC.																								

STEP 10: EVALUATE

Evaluation is very important and may be the most overlooked step in the process. Effectively planning for the future requires an understanding of how well previous efforts have worked. This holds true for both the RV park and the process that was developed to make this a community based economic diversification strategy. Two important segments of the RV park project that should be continually monitored and evaluated are the marketing plan and the financial budget. These two examples can be adapted to evaluate other segments of the RV park project.

To evaluate your marketing strategies, list on worksheet 33 your past marketing strategies and expected results. This information can be found on worksheet 30. Then enter the actual results from your records. Evaluate the primary reason(s) that the marketing strategy worked or did not work. When making this determination, involve both members of the task force who can provide an objective opinion and the person(s) responsible for the marketing strategy to get the hands-on perspective. Once you determine which marketing strategies worked, which did not and why, decide what corrective action is required. The corrective action may be as simple as changing the wording on an advertisement or it may be redesigning or eliminating the entire strategy from the marketing plan. You are now ready to return to worksheet 29 of the marketing plan and start a new round of planning by setting new goals and objectives that meet the challenges of the future.

Evaluating the financial operation of the RV park and/or community group is also very important. The responsibility of monitoring day to day operations of the RV park will vary depending on the ownership and organizational structure that exists in your community. Continually evaluating the financial aspects of the project in a timely manner is critical. Generally speaking, budget evaluation should take place at least every month during the start-up phase and first one or two years of operations. We recommend that you begin your financial evaluation as soon as you have a financial plan in place. Deviations from the financial plan should be explained and documented and corrective actions taken.

Worksheet 34 will help demonstrate the financial evaluation process. Enter the budgeted amount from the start-up budget of projected statement of cash flows. Then enter the actual amount from your records. Determine the variance. The variance is the difference between the actual and the budgeted amounts. Then determine the reason the variance exists and document any corrective actions.

Understanding the reason a variance exists is a very important step. Usually, the fact that revenues are higher than expected or that expenses are lower than expected is a good thing. However, if significantly less money is expended for repair and maintenance, for example, the long-term effects of this variance could lead to a run down appearance and lower future revenues as RV users look for a better kept RV park. Explaining higher than expected revenues is also important. If you are doing something that is generating extra expenditures, you will want to know so you can continue doing it.

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WORKSHEET # 33

MARKETING STRATEGY EVALUATION

MARKETING STRATEGY	ESTIMATED RESULTS	ACTUAL RESULTS	PRIMARY REASON(S) FOR SUCCESS/FAILURE	CORRECTIVE ACTION REQUIRED
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

FINANCIAL EVALUATION

EXPENSE OR REVENUE ITEM	BUDGETED AMOUNT	ACTUAL AMOUNT	VARIANCE	PRIMARY REASON(S) FOR VARIANCE	CORRECTIVE ACTION REQUIRED
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Community leaders will also need to evaluate the RV project as a whole in regards to economic diversification goals. This evaluation will provide insight into this type of process and will allow this group and others to build on the successes and learn from the failures of the project.

Call the task force together and ask them to brainstorm ideas for improving the process. Copy worksheet 35 and then list the goals of the project as they relate to the community group at the top of each page. List the strategies implemented to achieve the goals and the expected outcomes from each strategy. Then list the actual outcomes in the adjacent column. Finally document strategies for improving the process to enhance the possibility of meeting established goals. Two examples follow.

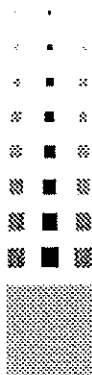
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SAMPLE PROCESS EVALUATION

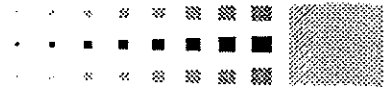
Goal: Develop the task force			
Objective: Develop the leadership necessary to lead this project and establish a base for future community leadership.			
Strategy	Expected Outcome	Actual Outcome	Corrective Action(s)
Include various age groups in the task force.	Younger members will learn from more experienced community leaders.	In many cases, less experienced members lead committees.	Include members with varying levels of experience on each committee.
	Five task force members with little community development experience will gain the experience needed to lead future projects.	Two members of the task force with little community development experience saw the project through to completion.	Design committees so that less experienced members fill leadership roles and provide them with the support of more experienced task force members.
Goal: Complete required market research			
Objective: Learn about current visitors to the area, including where they came from, how they learned about the area and what their interests are.			
Strategy	Expected Outcome	Actual Outcome	Corrective Action(s)
Design and distribute a questionnaire to visitors.	300 completed surveys will be returned to the task force.	50 complete surveys were returned to the task force.	Include incentives for returning mail-in surveys such as entering the respondents name in a drawing.
			Conduct a personal interview survey instead of relying on the mail-in method.



PROCESS NOTES



INSERT BEFORE PAGE 85



PROCESS NOTES: Task Force Meeting to evaluate project.

OBJECTIVES: Evaluate the role of the task force.
Discuss what people have learned and how they will use it.
Discuss next steps.

AGENDA: Welcome and agenda review:
Individual responses:

- Go around the room and ask each person to share one positive about being on the task force and one negative. (Warning: this activity will only work if people start with the positive.)
- Put worksheet 35 on newsprint and use it to review the mission statement and project objectives.
- Discuss responses and begin making a learning list (list of things people have learned about themselves, working with others, planning, marketing, economic diversification, and RV Parks.)
- Continue building the list.
- Turn discussion to how people will use what they have learned.

Summary and CELEBRATION!

- (certificates, awards, whatever will help people take pride in their work.)

WORKSHEET # 35

PROCESS EVALUATION

Goal:			
Objective:			
Strategies	Expected Outcome	Actual Outcome	Corrective Action(s)

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STRATEGIES FOR SUCCESS

CUSTOMER RELATIONS

Any successful marketing strategy must ultimately include consistently delivered service and quality to the customer. The front line sales and marketing people can be the most important people in the business. The role of management is to support, coach and train the front line, removing the front line's obstacles to delivering good service. One strategy is to create demanding customers. Spoiled customers are disappointed when they go elsewhere. Invite feedback about the visitor's experience. No matter how much you plan, the performance of equipment, or the way your employees handle a given situation cannot be controlled 100% of the time.

Gathering feedback will make it easier to continually improve the visitor's experience.

One lucrative resource which is frequently overlooked is the dissatisfied customer:

- The average business never hears from 96% of its dissatisfied customers.
- For every complaint received, there are 26 other customers with unregistered complaints.
- 54-70% of customers who register complaints will do business again if their complaint is resolved (95% if resolved quickly).
- Dissatisfied customers will tell as many as 10-15 people about their bad experience
- Customers with resolved complaints tell an average of 5 people about the treatment they received.

(source: the White House Office of Consumer Affairs)

Complaints are an excellent way to obtain ideas about service and quality improvements, new service offerings and new markets. Here are some ways to capitalize on customer complaints: (Lorraine Roach, 1995)

- 1) Make it easy to complain: use customer comment cards. Make them easy to understand and fill out. Make comment cards noticeable and easily accessible.
- 2) Customer Comment Cards Record: create a form for collecting information from the cards regarding the complaint including:
 - Customer's name/address/phone
 - Date and time of complaint
 - Specific comments (product, service, attitude)
 - Employee name
 - Actions taken
 - By whom
- 3) Respond quickly to complaints: this reflects well on the business. Thank the customer for the information because "we can't make improvements unless we are aware of the problem", and let them know what steps have been taken to prevent it from reoccurring. A quickly resolved complaint will bring 95% of the customers back.



- 4) Give them a reason to come back: give those who take the time to register a complaint a discount coupon or gift certificate as an inducement to return.
- 5) Assure accountability: the person who receives the complaint owns the complaint until it is resolved to the customers satisfaction. Establish a complaint handling performance standard for all customer contact people. Give specific goals and objectives including response time standards. Track this information and evaluate/reward excellence in the handling of these situations.
- 6) Follow up: It is a good idea to check back with those who have registered a complaint at some later date to see if their complaint was resolved or why it wasn't.
- 7) Negative customer comment cards are useful in correcting problems at your business, but it is important not to overlook positive customer comment cards. If a customer has taken the time to let you know what you are doing right, take the time to thank that valued customer in the same prompt manner as you would for a complaint. You should also give the employee a pat on the back.

A TOOL FOR RURAL ECONOMIC DIVERSIFICATION

SAMPLE COMPLAINT RESPONSE LETTER (ON LETTERHEAD)

LETTERHEAD

Date

Name

Address

City, State zip

Dear _____,

Thank you for taking the time to inform us about your visit to our business. We pride ourselves on our fine (service/product). When we heard that your experience was not up to our own high standards, we were very concerned.

I assure you that we reviewed your comments thoroughly and the problem has been corrected. We will work even harder to see that this problem is avoided in the future.

In the hope that you will give us another chance, I am enclosing a gift certificate for your use. Please contact me if you have any other comment to share about our (product/service).

Sincerely/respectfully,

(Name)

(Title)



SAMPLE COMPLIMENT RESPONSE LETTER

LETTERHEAD

Date

Name

Address

City, State zip

Dear _____,

Thank you for taking the time to let us know about your pleasant visit to (business name). We pride ourselves on our fine (product/service) and attentive service. When we hear that your (buying) experience was exceptional, we are particularly pleased.

Your "pat on the back" has been passed along to our employees. Positive comments like yours make us all work even harder to please our guests.

I have enclosed a \$5.00 gift certificate for your use. Please stop back soon, and when you do, please try our _____, our newest (product/service) addition.

Thank you again for taking the time to let us know how much you enjoyed your experience at (business name).

Sincerely,/respectfully,

(Name)

(Title)

A TOOL FOR RURAL ECONOMIC DIVERSIFICATION

PUBLICITY

The news release offers a great chance for publicity for the cost of a little time and a postage stamp. An effective news release is one that gets printed and has correct and complete information. Many times getting it printed is the biggest hurdle. The news reporter is under deadline, knows little or nothing about the RV park and really has no stake in its success or failure. The news release must be "user friendly" from the reporter's perspective and the perspective of the reader.

To make the release easy for the news reporter, it should be in memo form, with the name and title of the editor or radio station director. Include the RV park contact person's name and telephone number in case there are questions. The title should be kept to one line and typed in bold capital letters.

Start the news release off with one paragraph that concisely explains what the release is about and why it is important. Include the who, what, when and where and why of the event in this first paragraph. These things can then be repeated again in the release in more detail. To add a personal touch, quote yourself so the release sounds like a news article written by a reporter. The body should be double spaced making it easier for editing or for the radio announcer to read verbatim on the air (ensuring accuracy). The news release should be no more than one and one-half pages. Wordy releases must be edited and may not even be printed if submitted near deadline. At the end, be sure to include "For more information contact so and so" and give the number where they can be reached. Print and distribute the news release on letterhead.

Following the event, send a follow-up press release. Mention your organization, list participation figures, contest winners, and other general information about what happened during the event. This is one more chance to get exposure. (*Roach*)

Freelance writers are another way to get exposure in area newspapers. Many are looking for stories about interesting places to visit. Don't try to snow them. Possibly offer them a free visit to your park. Share what you are doing with them. Building an honest relationship with a freelance writer can pay big dividends over the years and is a very inexpensive way to get exposure.

BROCHURES

Brochures are another way to market the RV park and the community. Community leaders in Weippe were able to put together a brochure about the entire community. They also found businesses in the community that were willing to pay a small fee to have their name and a brief description of the business on the back page of the brochure. Enough money was raised to pay for the printing of a simple tri-fold single color brochure with a beautiful drawing printed on the front that was designed by a member of the community group.

Two primary considerations are the purpose for the brochure and how it will be distributed. If the brochure is intended to peak the consumer's interest so they will contact the RV park for more information, the brochure will contain a minimal amount of information. It should, however, contain enough information to qualify the buyer, such as prices, age ranges, seasonal availability. This type of brochure works best if there is a great deal of information, or when a personal touch is desired. Image is very important. If your brochure asks interested parties to contact the community by phone, a real person should answer the telephone. Potential customers who receive an answering machine will likely not be impressed. If the brochure asks potential customers to mail in for information, the additional information should be sent out within 48 hours.

A brochure that is intended to give the customer enough information to make a decision should include the benefits, features, prices, terms of payment, etc. It should answer all of the most commonly asked questions (who, what, where, when, why, and how much).

The method of distribution is also very important. Postage costs associated with different sized brochures should be considered. Brochures that require envelopes add cost.

The size of brochures intended for display racks is very important. The standard sizes for display racks are 4" by 9" and 8 1/2" by 11". It is very important that your brochure fit well into the slots of the rack. Oversized pieces that do not fit into the rack will not be well received by those in charge of maintaining the rack, and may end up in the circular file. To compete with other brochures in the rack for the attention of readers, the top one-third of the brochure should be very eye catching. This method of distribution can also require a large quantity of brochures and there is no guarantee that those picking it up will read it. You may also wish to print the brochure on stiff paper so it will stand up in the rack.

Colorful brochures are eye-catching, and expensive. You can create the illusion

A TOOL FOR RURAL ECONOMIC DIVERSIFICATION

of multi-color by printing on colored paper or shades of one color in varying degrees. Colors do tend to change when printed on colored paper. Consult with your printer before making the final decision. Photos add a lot of appeal and expense to the brochure. A bad photo is much worse than no photo. If you plan to include a photo, it should elicit emotion and the image of your establishment. (*Roach*)

ADVERTISING

The most common questions about advertising revolve around how much to spend, what type of media is the best, when, where, how often and how to tell if the advertising is really doing any good. There is not a pat answer for any of these questions. The best general advice is, be conservative and track the result of each advertisement. After gaining some advertising experience, what works best in your situation will become more apparent.

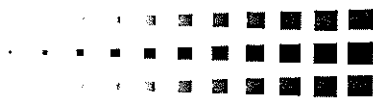
All advertising should be consistent with the mission, goals and image you wish to portray. It should capture attention and be informative. Above all, do not advertise something you cannot deliver. Set objectives. You may wish to create interest in your facility, generate inquiries, establish an image. The timing of your advertisements is also important. The heaviest advertising should be done during the season when your target market is most likely to plan their trip. You can save money by using bulk rates for your mailing or through joint advertising efforts with others in your area. Don't be afraid to share your customers with others in the area. This type of cooperative effort breeds cooperation among all those who stand to benefit from the increased tourist traffic in your area. Be prepared to live up to your advertising message. It will be disastrous to have customers come away from their vacation experience with less enjoyment than expected. The goal is to give them even more than they expected.

COLLABORATIVE MARKETING

Working together with other communities is a way to overcome the weaknesses of your community and capitalize on the strengths of other communities. This process not only reduces the cost of marketing, it also enhances the marketability of the area. Few of the rural communities in north central Idaho have all the amenities or attractions to satisfy a large segment of the RV market nor the resources to reach large numbers of RV users with marketing pieces. Collaborative marketing allows small communities to share the cost of marketing and adds significantly to the number of attractions and events that can be marketed in a single marketing piece.

Additional opportunities to link your promotion efforts to that of the region present themselves when community leaders work together with state agencies and organizations such as the state Department of Commerce or an area tourism promotion group. This strategy also has the advantage of allowing community leaders to position the community in a unique market niche by tracking what others are doing, avoiding head to head competition.





MARKETING ON THE WORLD WIDE WEB

A relatively new way to reach a potentially huge number of customers at relatively low cost is the World Wide Web. This extension of the Internet presents the opportunity to reach a great number of potential customers with information about your RV park and/or community at a fraction of the cost of other advertising tools. The World Wide Web also lends itself quite well to collaborative marketing through electronic links to other related web pages.

Web page creation is somewhat technical, but is rapidly becoming more "user friendly." The speed of technology advances in web page development makes inclusion of specific web page development methods prohibitive. There are, however, many similarities to marketing strategies on and off the "information highway."

The layout of the web page should follow the same guidelines as other marketing pieces. It should grab the reader's attention. Catchy phrases, colorful graphic or photos are ways to accomplish this. The page should have an uncluttered appearance. Some blank space and additional pictures make the piece easier to read and more interesting. Don't over do it though. Too many pictures or too much blank space will slow down the reader as they scroll through the page. Effective web pages will include guidelines for making reservations or ordering additional information about the RV park and community.

The first step in developing a web page is to determine the target for the web page. Knowing who you expect to visit your web page will help determine the content and the structure of the page. Next, "surf the web" to determine what others are doing. Take some notes as you go to keep track of things others are doing that work and don't work. In many cases you can determine how a certain feature of a web page was developed by revealing the source codes as you surf the web.

With computer technology, adding graphics or photographs of beautiful scenery or exciting attractions to the web page is relatively simple and inexpensive. However, large photographs or complicated graphics will slow the web page visitor's access to the page. Web surfers who must wait extended periods for a photo or graphic to form on the page may become frustrated and exit the web site in search of other fast responding web pages. An additional problem is that photos and graphics are only visible to those with a graphic based web browser installed on their computers. This problem is rapidly being solved by changing technology.

The ease of movement on the web page is also important. The time it takes to sift through the information and pick out items of interest is important in any marketing effort. Segregating the information into categories of interest will allow web surfers to pick the information they want to read at the click of a button. Carefully placing "buttons" on each segment of the web page that take the visitor back to the table of content or main page will help visitors maneuver around your page, encouraging the reader to learn more about your community.



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Marketing the web site itself is also a challenge. The key to successful use of the World Wide Web as a marketing tool is to accept that the process is ongoing. New web sites emerge and others disappear on a regular basis. A successful strategy will include regularly searching for new site with which to link your site and continually updating your site based on these changes and changing technology. In short, you will need to spend a certain amount of time using the World Wide web to stay abreast of changes (*Cravens*).

The following is a list of suggestions for exposing your web site to potential customers. This information is provided by Jcraven@aol.com via the USNoprofit list server, NONPROF-IT-NET.

- Add your web address to all literature (business cards, letterhead, newsletters, etc.) next to your regular mail address and phone number.
- Announce the launch and changes to you site in your newsletter.
- E-mail web masters at web sites that relate to your organization, and ask them to link to your site.
- Register with every web search engine you come across. The most popular ones at the time of publication are:
Yahoo, <http://www.yahoo.com>
Webcrawler, <http://www.webcrawler.com>
Infoseek, <http://www.infoseek.com>
- List your URL address in every e-mail signature you send, as well as any e-mail sent by your staff.
- Send press releases to local newspapers and RV related publications announcing your web site. Remember to include your web address in all press releases.
- Monitoring, via tracking software or on-line questionnaire, the type of people visiting your site will help determining the success of your marketing efforts and indicate where adjustments are needed.
- Make sure everyone in the organization that comes in contact with people outside the organization is well versed in the organization's on-line activities and knows how to refer people as appropriate.

FOCUS ON DIVERSIFICATION

Diversification is key to the economy of any area. To gain the most from the RV project and others like it, community leaders must guard against over emphasis on one strategy and must be able to link each strategy to other diversification strategies (*Kerr 80*).



The RV project will not solve all the economic problems of any one community. This project and others like it can, however, serve as a spring board for other projects. Some communities have found that projects, such as the one described here, where various segments of the community are involved in the process, have stimulated additional diversification efforts (Kerr 80). Indeed the steps involved in developing the RV project are much like those required for many successful economic diversification efforts.

The process and strategies for success described in this handbook are important to many economic diversification efforts. Matching what your community has to offer to voids in the market meets only a portion of the challenge. Persuading the local business community and citizens to take pride in their community and commit themselves to meet the needs of the project will serve as a base for many more economic diversification efforts of this type.

APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES



The information in appendix A is intended only as a list of possible sources of information about the RV park and campground industry. The authors of this workbook do not endorse any of the products or services offered by the organizations and agencies listed.

NATIONAL CAMPGROUND ASSOCIATION

National Association of RV Parks and Campgrounds (ARVC)
8605 Westwood Center Drive,
Suite 201
Vienna, VA 22182-2231
(703) 734-3000

STATE CAMPGROUND ASSOCIATIONS

Alaska Campground Owners Association
Linda Colrud, President
c/o McKinley KOA Kampground
P. O. Box 340
Healy, AK 99743
(907) 683-2379

Arizona Travel Parks Association
Brent Crosby, Executive Director
1130 East Missouri, Suite 530
Phoenix, AZ 85014-2717
(602) 230-1126

California Travel Parks Association
Tug & Judy Miller, Executive Directors
P.O. Box 5648
Auburn, CA 95604
(916) 885-1624

Colorado Association of Campgrounds, Cabins & Lodges
Hilton & Jenni Fitt-Peaster, Executive Directors
5101 Pennsylvania Avenue
Boulder, CO 80303
(303) 499 9343

Connecticut Campground Owners Association
Allen Beavers, Jr., Executive Director
14 Rumford Street
West Hartford, CT 06107
(203) 521-4704

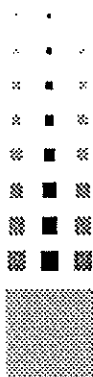
Iowa Association of Campground Owners
Carole Moll, Executive Director
c/o Timberline Best Holiday Trav-L-Park
3165 Ashworth Road
Waukee, IA 50263
(515) 987-17-4

Kansas Campground Association
Daryl Johnson, President
c/o Malm's Smoky Valley Plaza
Box 175
Lindsborg, KS 67456
(913) 227-2932

Campground Owners of Kentucky
Eben Henson, President
Pioneer Playhouse
Rt. 2, Box 12
Danville, KY 40422
(606) 236 2747

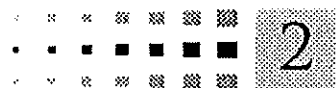
Louisiana Campground Owners Association
Danny Young, Executive Director
P. O. Box 4003
Baton Rouge, LA 70821
(504) 346 1857

Maine Campground Owners Association
Donald Sproul, Executive Director
655 Main Street
Lewiston, ME 04240
(207) 782 5874



APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



Delaware Campground Owners Association
Dennard F. Quillen, III, President
c/o 3 Seasons Camping Resort
P.O. Box 156
Rehoboth Beach, DE 19971 -0156
(302) 227-2564

Florida Association of RV Parks & Campgrounds
Joe Striska, Executive Director
1340 Vickers Drive
Tallahassee, FL 32303-3041
(904) 562-7151

Idaho RV Campgrounds Association
Knut Blodger, President
11101 Fairview Avenue
Boise, ID 83704
(208) 345-5755

Illinois Campground Association
Mike Patton, Executive Director
P. O. Box 7471
Springfield, IL 62791
(217) 546-2794

Mississippi Campground Owners Association
Bill Mooney, President
c/o Biloxi Beach Campground
1816 Beach Blvd.
Biloxi, MS 39531
(601) 432-2755

Missouri Association of RV Parks & Campgrounds
Deborah Bohnsack, Executive Director
3020 South National, Suite 149
Springfield, MO 65804
(314) 564-2551

Montana Campground Owners Association
Elmer Frame, President
c/o El-Mar KOA
Mi I, MAT 59u801
(406) 549-0881

Maryland Association of Campgrounds
Norman Gurevich, Executive Director
9800 Cherry Hill Road
College Park, MD 20740-1210
(301) 937-7116

Massachusetts Association of Campground Owners
John & Jini Barrett, Executive Directors
RR 1, Box 3040
Kennebunk, ME 04043-0998
(207) 985-4864

Michigan Association of Private Campground Owners
Dave Kuebler, Executive Director
P.O. Box 68
Williamsburg, MI 49690-0068
(616) 267-5089

Minnesota Association of Campground Operators
Carol Lourd, Executive Director
1000 E. 146th St., Suite 121
Burnsville, MN 55337
(612) 432-2228

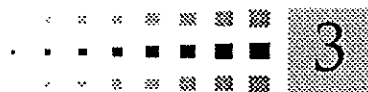
Oregon Lodging Association
Philip R. Peach
12724 SE Stark Street
Portland, OR 97233
(503) 255-5135

Pennsylvania Campground Owners Association
Beverly Gruber, Executive Director
P.O. Box 5
New Tripoli, PA 18066
(610) 767-5026

Rhode Island Campground Owners Association
Box 141
Hope Valley, RI 02832

APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



Nebraska Association of Private Campgrounds
Les Ross, President
c/o Fort McPherson Campground
Maxwell, NE 69151

South Carolina Campground Owners Association
Winston Hoy
c/o Ocean Lakes Campground
6001 South Kings Highway
Myrtle Beach, SC 29575
(803) 238-5636

New Hampshire Campground Owners Association
Ron Brown, Executive Director
P.O. Box 141
Twin Mountain, NH 03595
(603) 846-5511

South Dakota Campground Owners Association
Ed Parsells, Executive Director
Black Hawk, SD 57718-0620
(605) 787-6836

New Jersey Campground Owners Association
Jay and Marji Otto, Executive Directors
29 Cook's Beach Road
Cape May Court House, NJ 08210

Tennessee Association of Campground Owners
c/o Little River Valley Campground
8533 State Highway 73
Townsend, TN 37882
(615) 448-2241

Campground Owners of New York
Robert Klos, Executive Director
P. O. Box 497
Dansville, NY 14437
(716) 335 2710

Texas Association of Campground Owners
Jamie Thompson, Executive Director
P. O. Box 14055
Austin, TX 78761
(512) 459-8226

North Carolina Campground Owners Association
Charlene Barbour, Executive Director
1002 Vandora Springs Road, Suite 101
Garner, NC 27529
(919) 779-5709

Utah Campground Owners Association
c/o Temple View RV Resort
975 South Main
St. George, UT 84770
(801) 673-8400

Ohio Campground Owners Association
Margaret Vild, Executive Director
3386 Snouffer Road, Suite B
Columbus, OH 43235
(614) 765-0279

Vermont Association of Private Campground Owners
Sue Monty, President
c/o Homestead Campground
RD 3, Box 3454
Milton, VT 05488
(802) 524-2356

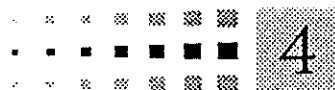
Oklahoma Association of RV Parks & Campgrounds
Marc Marcum, President
c/o MarVal Trout Campground
Rt. 1, Box 314M
Gore, OK 74435
(918) 489-2295

Virginia Campground Association
Bob Ramsey, CAE, Executive Director
2101 Libbie Avenue
Richmond, VA 23230-2621
(804) 288-3065



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RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



Washington Association of RV Parks & Campgrounds
Jim Roberts, President
c/o Minerva Beach Campground
23215 76th West
Edmonds, WA 98026
(206) 283-5210

West Virginia Recreational Vehicle Association
Leff Moore, Executive Director
205 First Avenue
Nitro, WV 25143
(304) 727-7431

Wisconsin Association of Campground Owners
Vi Townley, President
C/O Bass Lake Campground
N 1497 Southern Road
Lyndon Station, WI 53944
(715) 839-9226

Wyoming Campground Association
Marshall Hood, President
c/o Foothills Motel & Campground
P. O. Box 174
Dayton, WY 82836
(307) 655-2547

CAMPGROUND CHAINS AND RESORTS

Best Holiday Trav-L-Park Association
1310 Jarvis Avenue
Elk Grove Village, IL 60007
1-800-323-8899

Leisure Systems, Inc.
Yogi Bear's Jellystone Park
Camp-Resorts
6201 Kellogg Avenue
Cincinnati, OH 45230
(513) 232-6800

KOA
P.O. Box 30558
Billings MT 59114
(406) 218 7444

Avila Resorts Investments, LTD
7075 Ontario Road
San Louis Obispo, CA 93405
(805) 595-7111

Coast to Coast Resorts
64 Inveness Drive, East
Englewood, CO 80112
(303) 790-2267

Outdoor Resorts of America, Inc.
2400 Crestmoor Road
Nashville, TN 37215
(615) 244-5237

Camper Clubs of America
2338 S. McClintock Drive
Tempe, AZ 85282
(800) 243-2267

NACO West
12301 NE 10th Place
PO. Box 1888
Bellevue, WA 98005
(206) 455-3155

Thousand Trails
12301 N.E. 10th Place
Bellevue, WA 98005
(206) 455-3155

CAMPING CLUBS

The National RV Owners Club
P.O. Drawer 17148
Pensacola, FL 32522-7148
(904) 944-7864

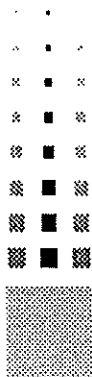
Loners of America
Rt. 2, Box 85E
Ellsinore, MO 63937-9520
(314) 322-5548

RV Elderhostel
75 Federal Street
Boston, MA 02110-1941
(617) 426-7788

Escapee Club
c/o Kay Peterson
100 Rainbow Drive
Livingston, TX 77351
(409) 327-8873

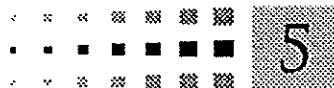
Loners on Wheels
P.O. Box 1355
Poplar Bluff, MO 63902
FAX: (314) 785-2420

RVing WOMEN
21413 W. Lost Lake Road
Snohomish, WA 98290
(800) 333-9992 X90050



APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



Family Motor Coach Assn.
c/o Ginny Bauman
Blvd., Ste 1A
8291 Clough Pike
Cincinnati, OH 45244
(513) 474-3622
(800) 543-3622

Family Campers and RVers
c/o Fran Opela
4804 Transit Road, Bldg. 2
Depew, NY 14043
(716) 668-6242

Special Military Active Retired
Travel Club Inc.
600 University Office
Pensacola, FL 32504
(904) 478-1986

The Good Sam Club
c/o Susan Bray
P. O. Box 6060
Camarillo, CA 93011
(805) 389-0300

North American Family Campers
Association, Inc.
P. O. Box 2701
Springfield, MA 01101
(413) 283-4742

The International Family
Recreation Association
P.O. Box 6279
Pensacola, FL 32503-0279
(904) 944-7864

Alpenlite Travel Club
c/o Bill Doyle
P.O. Box 9152
Yakima, WA 98909-0152
(509) 452-3524

Bounders United Inc.
c/o Rod Swartwood
178 Schooner Lane
Modesto, CA 95356
(209) 523-7445

ElDorado Caravan
c/o Don Beran
P.O. Box 266
Minneapolis, KS 67467
(913) 392-2171

American Clipper Owners Club
c/o R.M. Cornwell, D.D.S.
514 Washington Blvd
Marina Del Rey, CA 90292
(310) 823-8945/(310) 823-6433

Fan Trailer Club
c/o Peggy Vandiver
808 Clebud Drive
Euless, TX 76040
(817) 267-2167

Streamline Royal Rovers
c/o Michael Falor
4-7653-10
Delta, OH 43515
(419) 822-3495

Avion Travelcade Club
c/o Peggy Baker
101 E. Sioux Road, #1078
Pharr, TX 78577-1719
(402) 895-1850

Carriage Travel Club, Inc.
Dick & Lillian Hillyer
P.O. Box 246
Millersburg, IN 46543-0246
(219) 642-3622

Firan Owners Association
c/o Karen Wilson
P. O. Box 482
58277 S. R. 19 South
Elkhart, IN 46515
(219) 293-6581

Barth Ranger Club
c/o Ward Edward
State Road 15, S.
Milford, IN 46542
(219) 658-9401

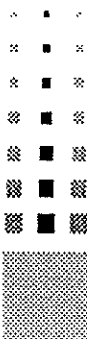
Cortez National Motorhome Club
c/o Tony & Ian Noto
11022 E. Daines Drive
Temple City, CA 91780
(818) 444-6030

Fireball Caravaner
c/o Patton McNaughton
302 W. Walnut Avenue
El Seguno, CA 90245
(818) 892-8634

Georgie Boy Owners Club
c/o Syd & Pauline Collins F46030
P. O. Box 44209
Cincinnati, OH 45244
(219) 258-0591

International CC Country Club
c/o Jim Manin, Sr., Ex. Director
P.O. Box 207
Junction City, OR 97448
(503) 998-3712

Silver Streak Trailer Club
c/o Paul Beckman
226 Grand Avenue, #207
Long Beach, CA 90803
(213) 433-0539



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RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



Foretravel Motorcade Club
c/o Dan Trimpe & Glenda Browne
1221 N.W. Stallings Drive
Nacogdoches, TX 75961
(409) 564-8367

Gulf Streamers
International RV Club
c/o Diana Lynch
P.O. Box 1005
Nappanee, IN 46550-00905
(219) 773-7761

Hitch Hiker of America
International (NuWa)
c/o Bob & Vera Van Sickle
P. O. Box 180
Osceola, IN 46561 -0180
(219) 258-0591

Holiday Rambler RV Club
c/o Wayne Dahl
East 600 Wabash Street
Wakarusa, IN 46573
(219) 862-7330

International Coachmen
Caravan Club
c/o George Jordan
P.O. Box 30, Hwy. 13 N.
Middlebury, IN 46540
(219) 825-8245

Serro Scotty Club
c/o Gary Pirschl
450 Arona Road
Irwin, PA 15642 9512
(412) 863 3407

International Skamper Camper Club
c/o Lewis & Ethel Baughman
P.O. Box 338
Bristol, IN 46507
(219) 848-7411

Jayco Jafari
c/o Bill & Ann Van Buskirk
P.O. Box 44209
Cincinnati, OH 45244
(219) 258-0591

Lazy Daze Caravan Club
c/o Don Nelson
4303 E. Mission Blvd.
Pomona, CA 91766
(909) 627-1219

National Collins RV Club
c/o Claudla Smith
12122 S E 105th Drive
Portland, OR 97266
(503) 698-4461

Newmar Kountry Klub
P.O. Box 30
Nappanee, IN 46550-0030
(219) 773-7791

Winnebago Itasca-Travelers
c/o Mike Anderson
P.O. Box 268
Forest City, IA 50436
(515) 582-6874

Sportscoach Owners International
c/o Scott Brady
3550 Foothill Boulevard
Glendale, CA 91214
(818) 249-4175

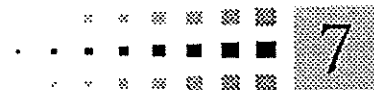
Starcraft Camper Club
c/o Ron & Bev Coven
4159 Woodington Drive
Mississauga, Ontario
Canada L4Z 1K2
(416) 275-4848

Wally Byam Caravan Club
International
c/o David Reed
803 E. Pike Street
Jackson Center OH 45334
(513) 596-5211

Wings RV Club
c/o Hank Daniels
14489 U.S. 20
P. O. Box 631
Middlebury, IN 46540
(219) 825-8555

APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



RV TRADE & RELATED ASSOCIATION

Central New York RV Dealers Association, Inc.
RD#:3 Ware Road
Fulton, NY 13069
(315) 592-9292

Colorado RV Association
P. O. Box 23'
Hencclerson, CO 80640
(719) 596-2716

Florida RV Trade Association
401 N Parsons Avenue, Suite 107
Brancion, FL 33510-4538
(813) 684-7882

Great Lakes RV Association
6779 Engle Road, Suite I
Cleveland OH 44130-7926
(216) 891-9030

Kansas Mfg. Housing Association and RV Council
112 SW 6th Street, Suite 204
Topeka, KS 66603
(913) 357-5256

Kentucky Manufactured Housing Association*
2170 U. S. 127 South
Frankfort, KY 40601
(502) 223-0490

Maryland RV Dealers Association
8332 Pulaski Highway
Baltimore, MD 21237
(110) 687-7200

Texas RV Association
Association
3355 Bee Caves Road, Suite 104
Austin, TX 78746-6751
(512) 327-4514

Montana Manufactured Housing & RV Association
P.O. Box 4396
Helena, MT 59604
(406) 442-2164

Nebraska RV Association
2727 Cornhusker Highway
Lincoln, NE 68504
(402) 466-8581

Ohio Manufactured Housing & RV
Association
906 E. Broad Street
Columbus, OH 43205
(614) 258-6642

Pennsylvania RV & Camping Assoc.
315 Limekiln Road
P.O. Box 248
New Cumberland, PA 17070
(717) 774-3470

Recreation Vehicle Indiana Council
Division/Indiana Manufactured
Housing Association
3210 Rand Road
Indianapolis, IN 46241
(317) 247-6258

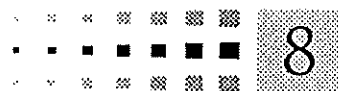
Southern California RV Dealers
Association
1201 Baldwin Park Blvd.
Baldwin Park CA 91706-5877
(818) 960-1884

Michigan Manufactured Housing
RV & Campground Association
2123 University Park Drive, Suite 110
(Jkemos, MI 48864-3975
(517) 349-8881

WV Recreational Vehicle
205 First Avenue
Nitro, WV 25143
(304) 727-7431

APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



American Resort Development Association (ARDA)
1220 L Street, N.W., Suite 510
Washington, D.C. 20005
(202) 371-6700

National Propane Gas Association
1600 Eisenhower Lane, suite 100
Lisle, IL 60532
(708) 515-0600

American Recreation Coalition (ARC)
International
1331 Pennsylvania Avenue, N.W., Suite 726
Washington, D.C. 20004
(202) 662-7420

National Sanitation Foundation
3475 Plymouth Road
P.O. Box 130140
Ann Arbor, MI 48113-0140
(313) 769-8010

International Association of Plumbing
& Mechanical Officials
20001 Walnut Drive, South
Walnut, CA 91789-2825
(909) 595-8449

The Truck Cap & Accessory Association
7100 Baltimore Avenue, #204
College Park, MD 20740-3627
(301) 864-0825
1-800-283-8242

Travel Industry Association of America
11 S. LaSalle Street
Two Lafayette Centre
1133 21st Street, N.W., Suite 800
Washington, D.C. 20036
(202) 293-1433

RV/MH Aftermarket Association
Chicago, IL 60603
(312) 922-5997

MAGAZINES AND NEWSPAPERS

Campers Monthly, (Mid-Atlantic and Northeast editions), P. O. Box 260, Quakertown, PA 18951, (215) 361-7255

Camperways, Woodall Publishing Co., 28167 North Keith Drive, Lake Forest, IL 60045. (708) 362-6700

Camping and RV Magazine, Jim Radtke, P. O. Box 458, Washburn, WI 54891. (715) 373-5556

Camp-orama, Woodall Publishing Co., 28167 North Keith Drive, Lake Forest, IL 60045. (708) 362-6700

Chevy Outdoors, P.O. Box 2063, Warren, MI 48090-2063. (quarterly) (313) 575-9100

Disabled Outdoors, 2052 W. 23rd Street, Chicago, IL 60608. ((708) 358-4160

Family Motor Coaching, 8291 Clough Pike, Cincinnati, OH 45244. (513) 474-3622; 1 -800-543-3622

4 Wheel and Off Road, Petersen Publishing Co., 6420 Wilshire Blvd., Los Angeles, CA 90048. (310) 854-2222

Highways, TL Enterprises, Inc., 3601 Calle Tecate, Camarillo, CA 93012. 389-0300

Midwest Outdoors, 111 Shore Drive, Hinsdale, IL 60521. (708) 887-7722

Motorhome, TL Enterprises, Inc., 3601 Calle Tecate, Camarillo, CA 93012. (805) 389-0300

Northeast Outdoors, 70 Edwin Ave., Box 2180, Waterbury, CT 06722. (203) 755-0158

RV Times, Royal Productions Inc., P.O. Box 6294, Richmond, VA 23230. (804) 288-5653

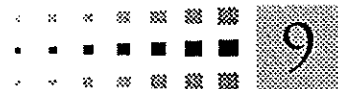
RV Today, 4005 20th Avenue West, Suite 110, Fisherman's Terminal, Seattle, WA 98199. (206) 282-7445

RV West, 4133 Mohr Avenue, Suite 1, Pleasantest CA 94566. (510) 426-3200



APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



Southern RV, Woodall Publishing Co., 28167 North Keith Drive, Lake Forest, IL 60045. (708) 362-6700

The Recreation Advisor, Recreation World Services, Inc., P. O. Box 6279, Dept. 5N, Pensacola, FL 32503-0279 (904) 477-7992

Trailer Life, TL Enterprises, Inc. 3601 Calle Tecate, Camarillo, CA 93012. (805) 389-0300

Trails-A-Way, Woodall Publishing Co., 28167 North Keith Drive, Lake Forest, IL 60045. (708) 362-6700

Western RV News, 1350 S.W. Upland Drive, Suite B, Portland, OR 97221. (503) 222-1255

Workamper News, 201 Hiram Road, HCR 34. Box 125, Heber Springs, AR 72543. (501) 362-2637

CAMPGROUND DIRECTORIES

Anderson Campground Directory*, 5400 Eisenhower Avenue, Alexandria, VA 22304,

KOA Directory/Road Atlas/Camping Guide, Kampgrounds of America, Inc., P. O. Box 30558, Billings, MT 59114.

Trailer Life Campground & RV Services Directory, TL Enterprises, 3601 Calle Tecate, Camarillo, CA 93012

Wheeler's Recreational Vehicle Resort & Campground Guide, Print Media Services, 1310 Jarvis Avenue, Elk Grove Village, IL 60007.

Woodall's Campground Directories, Woodall Publishing Co., 28167 North Keith Drive, Lake Forest, IL 60045.

Yogi Bear Jellystone Park Campground Directory*, Leisure Systems, Inc., 6201 Kellogg Avenue, Cincinnati, OH 45230 (free)

Campgroundata, The National Newsletter for Campground & RV Park Buyers and Sellers, 223 E. Stuart Avenue, Lake Wales, FL 33853. (813) 676-0009

MH/RV Builders News, Dan Kamrow & Associates, P.O. Box 72367, Roselle, IL 60172 (708) 893-8872

RV Business, TL Enterprises, Inc., 3601 Calle Tecate, Camarillo, CA 93012. (805) 389-0300

RV Business Annual RV Industry Directory, (Guide to RV Manufacturers, Suppliers, and related services) T.L Enterprises, Inc., 3601 Calle Tecate, Camarillo, CA 93012. (805) 389-0300

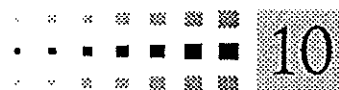
RV News, D & S Media Enterprises, 6125 S. Ash Avenue #8, Tempe, AZ 85283. (602) 839-8130

RV Trade Digest, Continental Publishing Co. of Indiana, Inc., 58025 C. R. 9 S. Elkhart, IN 46517. (219) 295-1962

The Developmental Trades, "The Trades" Publishing Company, Inc., 650 Woodmere Mall, Crossville, TN 38555. (615) 484-8819

APPENDIX A

RV PARK AND CAMPGROUND INFORMATION SOURCES (CONTINUED)



The Professional RV TECHNICIAN Magazine, D&S Media Enterprises, 6125 S. Ash Avenue, #8, Tempe, AZ 85283. (602) 839-8130

Western RV News, 1350 S.W. Upland Drive, Suite B, Portland, OR 97221.
(503) 222-1255

Woodall's Campground Management, Woodall's Publishing Co., 28167 N. Keith Drive, Lake Forest, IL 60045.
(708) 362-6700

IDAHO INFORMATION SOURCES

Idaho Department of Parks & Rec.
P.O. Box 5152
Boise, ID 83705
(208) 336-2775

Idaho Dept. of Commerce
P.O. Box 83720
Boise, ID 83720-0093
(208) 334-2631

Institute for Community Development
Lewis-Clark State College
500 8th Avenue
Lewiston, ID 83501

Idaho Small Business Development Center
Boise State University
1910 University Drive
Boise, ID 83706-9987
(800) 225-3815

Dept. of Resource Recreation & Tourism
University of Idaho
Moscow, ID 83843
(800) 422-6013

OTHER INFORMATION SOURCES

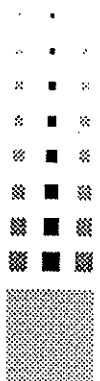
National Park Service
18th & C Street, N.W.
Washington, D.C.

Bureau of Land Management
Public Affairs Office
1800 C Street, N.W.
Washington, D.C. 20240

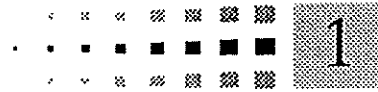
National Forest Service
U.S. Department of Agriculture
Office of Information
P.O. Box 2417
Washington D.C. 20013

U.S. Army Corps of Engineers
20 Massachusetts Avenue, N.W.
Washington, D.C. 20314
Attn.: Public Affairs Office

National Refuges
U.S. Fish & Wildlife Service
Public Affairs Office
Washington, D.C. 20240



APPENDIX B



WRITING A QUESTIONNAIRE

A questionnaire is a valuable tool used to gather information about potential and/or existing customers. Writing an effective questionnaire requires performing the following seven step process (Larson 1).

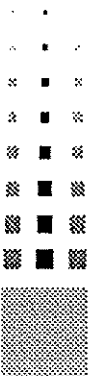
STEP 1: DECIDE THE QUESTIONNAIRE'S PURPOSE.

Documenting the questionnaire's purpose is an important first step. The purpose of the questionnaire must clearly define what information you hope to get from respondents. Attempting to design the format of the questionnaire or write questions without first determining the purpose will result in wasted time. Continually reminding yourself of the questionnaire's purpose throughout the questionnaire design process will significantly improve the efficiency of the process and quality of the final product. List the questions you wish the questionnaire to answer.

STEP 2: SELECT THE SAMPLING METHOD.

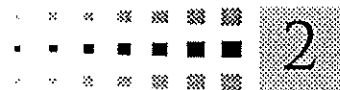
Determine what group you will target to answer the questionnaire. Under normal circumstances speaking to the entire group you wish to learn about is physically or financially prohibitive. You will therefore speak only to a representative sample of the group you wish to learn about. The value of the information you get from the questionnaire is determined by how representative the sample group is of the whole group. For example, if you wish to learn about RV use in general, but only talk to people who own motor homes, your information will not tell you much about RV users who own camp trailers, 5th-wheels, vans or pick-up campers.

Next, determine the sample size and sampling method. The sample size will vary. Quality of the responses is more important than the number. National pre-election survey's can make accurate predictions after sampling only 2,000 people from a population of 200,000,000. As a rule of thumb, collect at least 70 responses (Larson 4). You may wish to use random sampling, where every member of the group has an equal chance of selection for the survey. Alternate methods include listing those in the group and choosing based on where they fall on the list, choosing every 5th person for example. Another method is to divide the group into groups based on sub characteristics and randomly choosing from these subgroups. For example, dividing RV users into subgroups based on the type of RV they own will guarantee that camp trailer owners, pick-up camper owners, and motor home owners will all be represented.



APPENDIX B

(Continued)



The three basic sampling methods are personal interviews, telephone interviews, and mail-in questionnaires. Each method has its advantages and disadvantages. Generally speaking the personal interview offers the most versatility. You can ask more questions, avoid confusion about questions and can see the physical reactions that accompany the spoken word. This method is, however, the most time consuming. The telephone interview reduces the information collection time, but also sacrifices the flexibility of the personal interview. The mail survey is the most convenient for the respondent because they can complete the survey at their leisure. The mail survey also takes the longest because you must wait for responses to return by mail. The response rate of mail surveys is very low and may require that you offer a reward for returning the completed survey to increase the response rate.

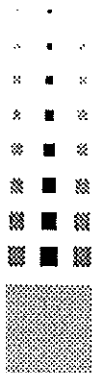
STEP 3: DETERMINE THE NUMBER AND TYPE OF QUESTIONS.

Finding answers to the questions defined in the purpose usually requires asking a series of questions. For example, if one purpose of the questionnaire is to find out how to best reach potential customers with marketing information, you may need to ask questions that reveal demographic as well as attitude and interest questions. You will need to ask where do they live?, what newspapers and magazines they read?, and/or how they determine which RV park to visit? Asking for names and addresses often leads respondents to believe you are only attempting to build a mailing list and may reduce cooperation of respondents. Knowing the general region a person is from is usually just as valuable as their mailing address for market research purposes.

STEP 4. DESIGN THE TOPIC SEQUENCE

The most common topic sequence pattern is:

- The survey introduction
- Lead-in questions
- Qualifying questions
- Warm-up questions
- Detail questions
- Demographic questions



APPENDIX B

(Continued)



The survey introduction should be brief yet:

- Give the name of the interviewer.
- Describe the purpose of the survey.
- Explain the benefits of the survey to the sponsoring organization, the respondent and society.
- Explain the time involved and ease of completion.
- Explain the confidentiality of all responses.
- Politely request permission to conduct the survey. (*Larson 13*)

Lead-in questions capture the interest of the respondent. Qualifying questions ensure that you are talking to a person who can provide the information you want.

Someone who does not use an RV will not be able to provide much useful information about RV user preferences. Warm-up questions are used to stimulate people's memories. For example, before asking which RV parks the person visited last year you may wish to ask how often they use their RV. Detail questions are the questions you actually want answered. Demographic questions should be left until last. Often people feel threatened by demographic topics and may not be open about other subjects. If they refuse to continue the survey when you get to the demographic section you will still have the other answers.

STEP 5. WRITE THE QUESTIONS AND RESPONSE CATEGORIES

Word the survey questions so they are clear to the respondent. Try to see the question from the respondents perspective. For example, if you ask "What is your income?", how will respondents know to include the annual *gross* income for both spouses.

You may wish to ask open-ended or closed-ended questions or a combination of both. Open-ended questions do not prompt a particular answer. An open-ended question is, "what type of facilities do you require at an RV park?" A close-ended version of the same question provides a list that the respondent must chose from. The primary advantage to open-ended questions is that they tend to receive unbiased answers. However, respondents may forget potential answers and coding the answers can be very time consuming because the variation of answers. Open-ended questions are best when you want the respondent's first reaction.



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(Continued)

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Close-ended questions include multiple-choice questions, checklists, ranking responses, scales and questions where there are two possible responses, like yes or no, fast or slow, etc. When deciding the type of question, be careful to avoid limiting choices that will make it difficult to determine what the respondent really felt. For example, asking what the major attraction when choosing a campsite is and providing a list for the respondent to choose from can be misleading if the primary reason is not included on the list.

STEP 6. DECIDE THE LAYOUT AND FORMAT

The length of the survey is important. People receiving a six page survey are likely to throw it away instead of answering it. Personal and telephone interviews that are over 10 minutes will require an excellent introduction convincing the respondent of the importance of the research (Larson 23).

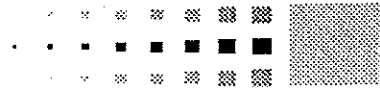
The quality of paper (for written surveys) and the clarity of the questions will determine to a large extent people's willingness to participate. A survey that asks several questions that seem unclear and/or redundant will soon lose the interest of the respondent.

Most surveys require a skip pattern. The responses to some question will require that the interviewer skip certain questions or go to another section of the questionnaire. For example, if the respondent answers that they use their RV only during the fall hunting season, further questions about spring and summer use will frustrate the respondent and may result in an incomplete survey.

STEP 7. PRETEST AND REVISE THE QUESTIONNAIRE

Always test the questionnaire before distribution to the sample group. Perform the survey in the same manner as you will during the actual survey. After gathering several responses, check to see if the answers are the type that serve the purpose of the survey. Determine how questions can be worded better to elicit helpful responses and make the necessary changes before distribution. You may need to perform the test and revision step several times.

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